

AN ASSESSMENT OF EMPLOYEE ENGAGEMENT AT WORK: EVIDENCE FROM THE  
NIGERIAN NATIONAL PETROLEUM CORPORATION (NNPC)

Research dissertation presented in partial fulfilment of the requirements  
for the degree of  
MSc in International Business Management

Griffith College Dublin

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28<sup>th</sup> August 2020

## **CANDIDATE DECLARATION**

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I certify that the dissertation titled: An Assessment Of Employee Engagement At Work: Evidence From The Nigerian National Petroleum Corporation (NNPC) submitted for the degree of: MSc in International Business Management is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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## **DEDICATION**

I Dedicate this Dissertation to my parents who have always believed in me and constantly been pushing me right from my primary education, up until this stage. Thank you for always believing in me and supporting me through the challenges I faced before getting to this stage. Thank you for also providing everything I needed to excel in my studies. I am forever grateful.

## **ACKNOWLEDGEMENTS**

I would like to thank the Almighty God for his grace upon my life, and also thank him for making my master's degree journey a success.

My sincere appreciation and gratitude go to my parents, MR and MRs Ojo, for providing both financial and moral support in order to ensure that my dreams of becoming a master's degree holder comes through, despite the many obstacles I came across during the master's program.

I would also like to thank my supervisor Dr. Suzanne Carthy, who was always available to guide, counsel, and make sure I was heading in the right direction all through the research process.

Finally, I would like to thank all my friends for their love and support through the completion of this study. I also thank the lecturers of Griffith College Dublin for the Knowledge they instilled in me throughout my academic journey at the College.

## **ABSTRACT**

The objective of this dissertation was to assess factors essential for employee engagement by drawing evidence from the Nigerian National Petroleum Corporation (NNPC). Employee engagement is a broad term that encompasses employee motivation and organisational commitment, several theories such as Abraham Maslow's theory of needs and Penna theory had provided factors (pay, salaries, working conditions, leadership, promotional opportunities, meaning at work) which leads to employee motivation, organisational commitment and employee engagement. This study thus tried to apply these factors to the NNPC to discover if there is a correlation, thereby authenticating the Maslow's or Penna Theory. The study adopted the qualitative methodology which used the interpretivist research philosophy, and the qualitative survey as a research strategy. The study further collected data through semi-structured interviews conducted with 8 participants of the NNPC. The study used thematic analysis to analyse data and present its findings. The study discovered that both Maslow and Penna's theory were significant for employee engagement, however, factors noted by Penna's theory was more accurate in explaining employee engagement, as the participants revealed that they were adequately motivated in their workplace due to pay, salaries and working conditions. They also revealed that they were committed to their organisation based on the credibility of promotional opportunities and attitude of leadership. Furthermore, they displayed high levels of employee engagement due to attaining meaning at work via their attitude to work, attitudes to other employees and organisational values. The study thus recommends that the factors as postulated by the Penna's theory be reinforced and strengthened in the NNPC to provoke greater levels of motivation, commitment and engagement. Also, the research recommends that a quantitative research should be carried out to investigate the potency of the Penna's theory on a wider range of employees, this will enable the ability to generalise the findings of the accuracy and authenticity of Penna's theory.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Research Overview**

Employees are a significant part of any organisation; this is because employees are central to the success of any organization. Employees perform the major work, duties, and responsibilities which are necessary for an organization to achieve its goals. Given the importance of employees, it is more important to keep them actively engaged, as without proper engagement, employees will not have the necessary zeal, vibe, and zest to work and excel in their jobs. A study of organizational performance in the United Kingdom discovered that 76% of organisations fail to achieve organizational goals due to low engagement of employees (Banks, 2013). Similarly, a research conducted by the Agrawal (2014), revealed that proper employee engagement increases the commitment level of employees to an organization, hence it keeps them actively engaged for better performance. Likewise, Adewale (2015), in his study, discovered that employee engagement was a cardinal factor in reducing employee turnover, which cost businesses four (4) times more the cost of recruiting and maintaining employees. It thus follows that without proper employee engagement, organisations are bound to crash as there will be problems attracting and retaining employees.

Employee engagement is often referred to as the degree of commitment and emotional connection an employee has in relation to his/her place of work. The term is first attributed to Kahn (1990 cited Orogbu, Onyeizugbe, Onwuzuligbo et al 2016), who defined it as the commitment level and involvement which employees display towards their workplace and value they put on their workplace. Kahn definition set the pace for subsequent definitions of employee engagement, such as Mortimer (2009 cited Bakker, A.B., & Leiter, M.P. (2010), who defined it as a combination of commitment to an organization and the willingness of employees to carry out more task for the success of the organization. Robinson, Perryman and Hayday (2004), explained that employee engagement is a positive attitude which an employee displays towards his organization.

The positive attitude held by the employee makes him/her contented with his work and performs more task for the overall success of the organization. With the following definitions, it is evident that employee engagement creates a strong feeling and sense of value for the employee to the organizations, as such he/she becomes more willing to undertake tasks within the context of the workplace, work harmoniously and cooperatively with other employees to improve performance, which will be of greater benefit to the organization. It is therefore important that management of organisations put in place the proper measures to ensure active engagement of employees.

The importance of employee engagement has thus brought about great debates within the academia, research focuses on what methods, models and theories are effective in boosting and maintaining an engaged workforce. This study thus tries to assess employee engagement using different theories to discover the factors which are necessary for employee engagement.

## **1.2. Research Purpose**

The Nigerian National Petroleum Corporation (NNPC) is one of the largest and lucrative companies in the Nigerian economy. As of 2019, the company had about 700,000 employees working in different cadres. The company has a high productivity rate and high retention rate with more employees coming in and less going out (Orogbu, Onyeizugbe, Onwuzuligbo et al 2016). One reason for this is the level of employee engagement, effectively engaged employees are motivated, active, creative and satisfied with their job (Robinson, Perryman and Hayday, 2004). Despite the level of employee engagement in the NNPC, there is still insufficient academic research that applies theory to study employee engagement in the corporation. The application of theories to study a phenomenon provides a better understanding of the phenomena and serves to authenticate theoretical postulation. As such, this study will be undertaking to understand employee engagement in the NNPC using relevant theories of employee engagement.

### **1.3. Research Questions**

The following are the research questions:

- i. What are the approaches used to motivate employees in the NNPC?
- ii. What factors stimulate organisational commitment amongst employees in the NNPC?
- iii. What are the factors responsible for employee engagement in the NNPC?

### **1.4. Aims and Objectives of the Study**

Employee Motivation and Employee engagement are different variables in the field of Human resource management, according to Agrawal (2014), one outweighs the other as you can have a highly motivated workforce but they may not be engaged, however, you cannot have an effectively engaged workforce without them being motivated. Employee engagement is thus important as it reflects strategies adopted to ensure that employees stay committed to the job and utilize their potentials to the success of the organization. A cardinal focus of this research therefore is to investigate the extent by which employees in the NNPC are effectively engaged by using several suitable theories. The role of theories in assessing motivation and employee engagement is to offer variables which can be adopted by managers or employees to ensure employees are motivated and engaged (Armstrong, 2015). Several theories will enhance the understanding of the essential factors that keep employees engaged in the NNPC. The objectives are further broken down into:

- i. To carefully investigate the approaches used for motivation of employees in the NNPC
- ii. To critically evaluate the factors that stimulate organizational commitment amongst employees in the NNPC
- iii. To empirically discover the factors responsible for employee engagement in the NNPC

### **1.5. Justification of the Study**

This study tries to discover the essential factors that keep employees engaged within the NNPC in Nigeria, and to empirically test engagement theories for authenticity and validity in creating an engaged workforce. Most research conducted have used theories to focus on employee motivation and rarely focus on employee engagement, David (2017), using the Maslow's approach, noted in his study that 76% of employees were more motivated when avenues for work advancement, recognition, and responsibility were given to them, in other words, when certain needs are present, employees are better motivated, similarly Ali (2013), studied Penna's theory and its application for motivation and organizational performance, his study discovered that Penna factors like pay and working conditions were significant for employee motivation. Also, other research like Musa (2017), and Jake (2013), studied employee motivation and Herzberg's theory, they found a positive correlation between the two. Based on this, the first justification for the study is thus to empirically apply certain theories to assess employee engagement in the NNPC.

Globalization and rise in employment challenges has made it imperative for managers to seek avenues to retain the best quality staff, as high turnover does not favour organizational performance, hence, several theories have been propounded and assessed by scholars to enable managers to keep a motivated workforce, however, employee engagement seemed to have been neglected, according to Sharma and Sharma (2014), scholars seemed to have forgotten that employee engagement encompasses all other forms of positive affections given by the employee to his/her workplace, an engaged employee is motivated, satisfied, contented, creative and zealous to see the attainment of organizational goals (Robinson, Perryman and Hayday, 2004). Thus, restricting theories to the study of employee motivation only limits a broader understanding and application of such theories, therefore, this dissertation is justified based on its attempt to relate different theories to the study of employee engagement thereby increasing the scope of understanding on employee engagement.

Furthermore, variables such as incentives like salary increases, providing security and good working relationships and opportunities for growth and advancement have been tested by scholars and have concluded that they serve as motivational factors (Musa,

2017). Applying these variables to the study of employee engagement will reveal if these factors can stimulate employees to be more engaged. Furthermore, it will become easier to test if employees can be dissatisfied and still engaged, or if an employee can be motivated and less engaged, this is a fundamental question within human resource management.

Very few researches exist which have made an empirical comparison of theories of motivation. Several motivation theories exist such as Maslow's Theory (1943), IES theory (2003), and Path-goal (1973) , these theories have their different underlining variables which can be intertwined or given different analytical perspectives, also ,they are old and outdated, the lack of empirical comparisons has brought a limit to what scholars can learn from comparative studies such as which theory contains the best variables that explain motivations, psychological disposition of employees to work, and which can be practically used by managers to improve motivation and engagement of employees. This study is thus justified as it will carry out an empirical comparison of these theories.

### **1.6. Significance of the Study**

This study will be significant to; the academic environment will benefit most from this research as noted above, there is a scarcity of research which applies several theories to the study of employee engagement, this study will also serve as a reference for future research.

Managers, CEOs and Business owners will benefit from this research as the study will empirically discuss the essentials that need to be applied to elicit the highest engagement from employees, further from the empirical comparison, managers can choose which theory best fits their organizational culture and adapt it for better employee engagement.

The research will also be significant to the NNPC, as the findings will significantly reveal the nature and extent of engagement, thus recommending strategies to boost employee commitments and motivations for greater productivity

### **1.7. Outline of the Study**

For the efficient conduct of this study, the research will be subdivided into five (5) chapters;

Chapter one contains the introductory chapter, it will give the background of the study, together with the statement of the research problem followed by the research questions, aims and objectives of the study, justification and significance of the study.

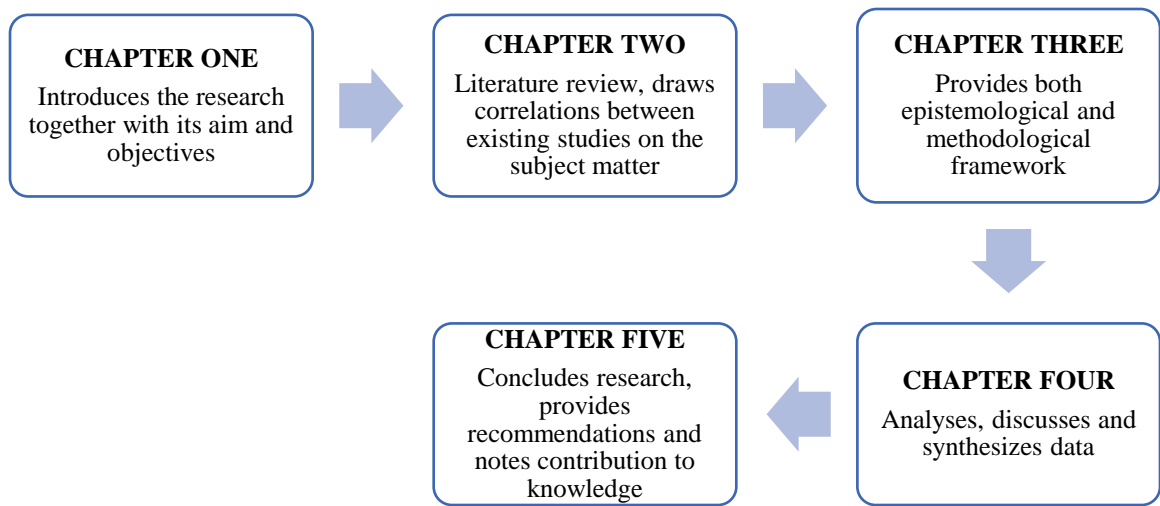
Chapter two contains the literature review, where relevant studies will be reviewed in relation to the research subject matter. The literature review will also contain the conceptual framework.

Chapter three contains the research methodology, which also provides the epistemological and methodological frameworks for conducting the study.

Chapter four contains the analysis, discussions and synthesis of data.

Chapter five is the concluding chapter.

**Figure 1.** Outline of Research





## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

A literature review involves analytic and explorative discussions about studies conducted by other scholars in relation to the current dissertation (Creswell, 2003). The essence of a literature review is to critically discuss salient issues and factors which could serve as frameworks for a study. The literature review tries to point out gaps as well as interim findings from studies which can direct the order of a current study. Several methods are used for reviews, this study however, will utilize conceptual reviews which will discuss the basic concepts used for the study and how such concepts can be operationalized. This dissertation revolves around the Human Resource management context and focuses basically on Employee Motivation and Employee Engagement. Several works of literature have discussed the meaning, development, and importance of the two variables. Thus, the literature review is subdivided into three main sections, conceptual reviews, theoretical reviews and empirical reviews. The conceptual reviews provide a critical interrogation of the various variables utilized for this study and relates them to their peculiar contexts, the theoretical reviews interrogate models and theories for the purpose of attaining understanding of frameworks concerning the research subject matter. The empirical review contains researches conducted in line with the research subject matter that provides empirical findings which can be related to. The three sections marshal up to provide the balanced literature review that critiques models and frameworks.

#### **2.2. Conceptual Review**

##### **2.2.1. Employee Motivation**

Without employee motivation, employees can lose value and commitment to their work, hence, employee motivation is imperative for managers. In attempting to define Employee Motivation Mohsan, Khan, Shaukat et al (2004), explained that it is derived

from the Latin word "Movere" which means to move; hence, they infer that motivation is what moves employees to add value or stay committed to their work. In a more elaborate explanation, Ramlall (2004), suggests that Employee Motivation involves the purposeful and wilful decision of employees to exert high levels of effort towards the achievement of organizational goals which in turn gives them the ability to satisfy their own needs. George and Sabapathy (2011), noted that it is a feeling that stimulates an employee into positive action. From the three scholars, employee motivation is the willingness of an employee to exert more effort for the fulfilment of organizational goals.

According to Yuping (2018 cited in Aleksić-Glišović, Jerotijević and Jerotijević, 2019 ), the functions of employee motivation is three faceted. Firstly, employee motivation guides people's action in the sense that it propels them to act in a certain manner as desired by management. With proper motivations, an employer can guide the actions of employees to have a passion to work harder to achieve tasks. Secondly, motivation aids in strengthening actions to achieve task, for instance, in cases whereby certain duties have been assigned to an employee, however, the employee may be reluctant to carry out such duties due to stress or frustration, bringing a form of motivation can influence the employee to carry out the task, thus motivations can make an employee more active by strengthening their zeal to accomplish a task. Thirdly, motivation can control employee behaviour by making them put more effort to work, for instance, if at the end of a working year, the best employee is awarded with a car, every employee will strive better to be the best employee so as to receive that car, hence, motivations can control the behaviours of staff and make them more positively inclined to work. Furthermore, Zlate and Cucui (2015), explained that motivation drives employees to do more, without proper motivation employees may become redundant, which will negatively affect the performance of the organization.

#### **a. Types of Employee motivation**

Scholars are united on types of employee motivation which are two, Intrinsic and Extrinsic

Intrinsic motivation: This is an inward type of motivation, as such, Thomas and Velthouse (1990 cited in George and Sabapathy), defined it as a feeling of positive value employees get directly from their work, this is because as Mohsan, Khan, Shaukat et al (2004) explained , employees get self-motivated because they enjoy performing the task or enjoy the challenge it brings. Intrinsic motivation can come from different sources such as the feeling of accomplishment or achievement of work, completeness or esteem derived from a job (George and Sabapathy, 2011).

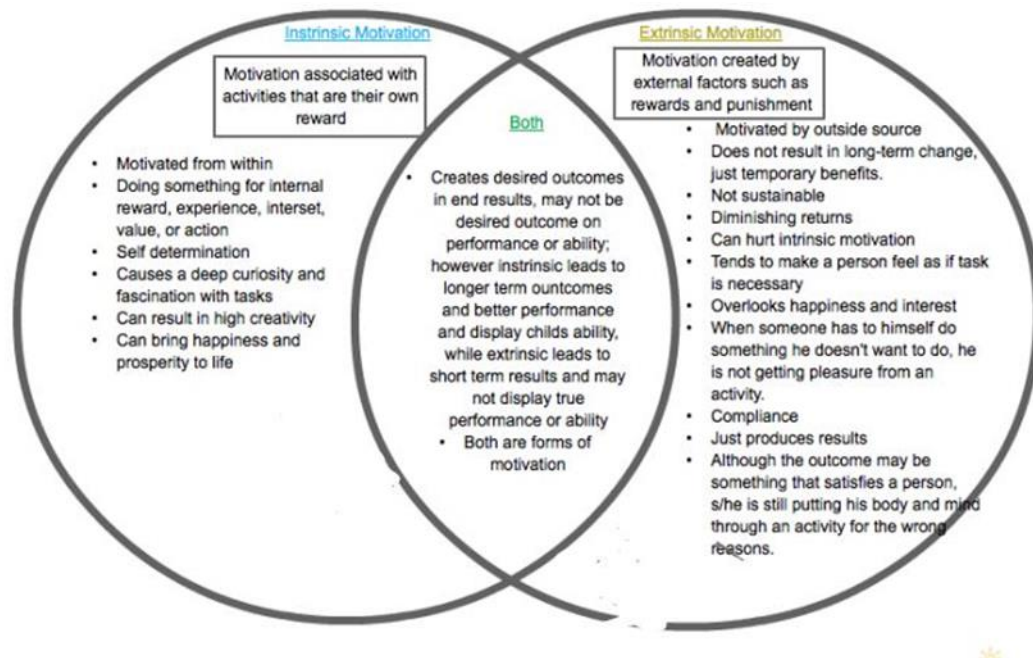
George and Sabapathy (2011), further noted that intrinsic rewards play a significant role in motivational strategy of organisations, this is because they are crucial in maintaining long-term motivation and engagement. They further explained that many people respond well to rewards that are tangible such as monetary, welfare packages and promotions, however, this form of motivation does not last because when the rewards are depleted, the motivation also dwindles. Hence, intrinsic motivation offers a longer-term benefit which are non-tangible and not costly to put in place, they can also be repeated continuously without fear of dwindling motivation.

Extrinsic motivation: Involves outward motivation which comes from forces external to the employee (Thomas and Velthouse, 1990 cited in George and Sabapathy), explained that extrinsic motivation maintains the relationship between the individual motives and behavior which is moderated by an individual's affection, cognition of outcomes. Dwivedula, Ravikiran, & Müller, (2011), further noted that external motivation is essential for keeping employees who do not enjoy tasks but can be motivated via pay, rewards, and promotion.

According to Jake (2013), extrinsic rewards motivate and inspire people quickly because money is a fundamental need of most employees. An employee can work on task because of the extrinsic reward not minding if he/she is internally motivated, this is because extrinsic rewards are given as a direct reward to individuals responsible for a specific task. With this in view, Mall (2015), noted that the potency of extrinsic rewards have made it commonly used to condition the behaviour of employees. Typically, something will act as the event while an extrinsic reward will be used to

reinforce it, for example, if employers want employees to carry out more sales, they may introduce a cash price to the employee with more sales, this thus can condition the behaviour of staff to make more sales. Extrinsic rewards fundamentally work well in the short-term and is good for attracting better employees into an organization.

**Figure 2.** Difference between Intrinsic Motivation and Extrinsic Motivation



**Source: Mohsan, Khan, Shaukat et al (2004)**

## **b. Strategies to keep Employees Motivated**

Scholars have different opinions on how to keep employees motivated, however, from Mohsan, Khan, Shaukat et al (2004), George and Sabapathy (2001), Choong, Wong, & Lau (2011), we can note four major ways to keep employees motivated:

1. Recognize and Reward Good work
2. Engage employees in participatory decision making
3. Encourage teamwork

4. Provide a means for personal development and welfare (welfare which includes financial packages and remuneration).

### **2.2.2. Employee Engagement**

Several scholars such as Patro (2013), Markos and Sridevi (2010), equate employee motivation to employee engagement, however, Agrawal (2014) explains that employee engagement is a wider term than employee motivation, as staff can be motivated but not engaged, however, the engaged staff is always motivated. As such, several definitions have been given to employee engagement, Chouhury and Mohanty (2018), explained that it is the level of passion, emotional attachment and commitment an employee has to his organization, this definition sees employee engagement as an emotion, in the same vein, Agrawal (2014), explained that employee engagement is the extent to which an employee values his job. Both Chouhury and Agrawal (2014), definitions are limited because they dwell only on the employee. Sharma and Sharma (2014) give a more elaborate definition of employee engagement based on a managerial and employee perspective. To Sharma and Sharma (2014:596-597) Employee engagement to management "is the process of leading people by enabling them to want to do whatever is necessary to ensure the continuous high performance and the success of the business" and to the employee "It is their attitudinal and emotional state developed from experiences perceived to be controlled by management". Their definition denotes that employee engagement is a high emotional attachment between an employee and his/her place of work, which results in a strong purpose and willingness to perform more work for the success of the organization.

#### **a. Development of Employee Engagement**

The term Employee Engagement is traced to William Khan (1990), when he hypothesized how employees engage (physical, emotional and cognitive) factors to ensure organizational productivity. Sharma and Sharma (2014), explained that Khan's implication of employee engagement means that under positive conditions, employees can continuously contribute positively to the improvement and successful functioning

of the organizational process. Hence, positive conditions are necessary for employee engagement.

According to Patro (2013), a combination of methods that ensure employee participation in decision making, proper communication, teamwork, and personal development were conditions necessary for employee engagement.

Sharma and Sharma (2014), on the other hand, gave an elaborate description of conditions that lead to employee engagement.

As contained in table 1

**Table 1.** Conditions for Employee Engagement

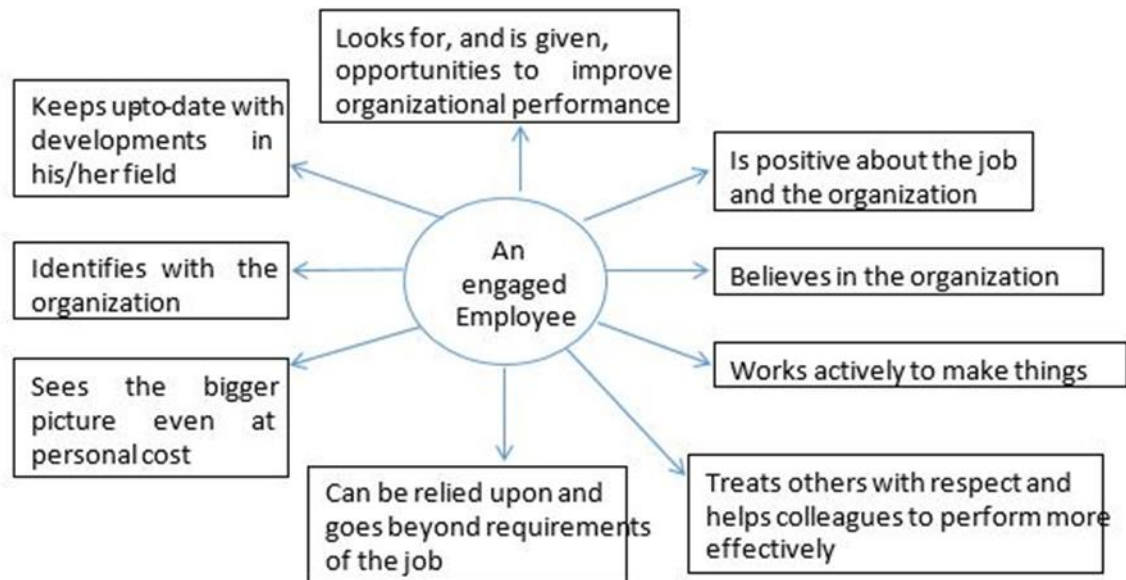
Motivational Factors	Hygiene Factors	Other factors
<p><b>Growth/ Career Development</b> :- This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth. Effective Management of Talent Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.</p> <p><b>Work Itself</b>:- The actual content of the job and its positive or negative effect upon the employee whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or <u>nondemanding</u>.</p> <p><b>Responsibility</b>:- This includes both the responsibility and authority in relation to the job. Responsibility refers to the employee's control over his or her own job or being given the responsibility for the work of others. Gaps between responsibility and authority are considered under the company policies and administration factor.</p> <p><b>Achievement</b>:- This includes the personal satisfaction of completing a job, solving problems, and seeing the results of one's efforts.</p>	<p><b>Company Policies &amp; Administration</b>:-The feelings about the adequacy or inadequacy of organization and management. This includes poor communications, lack of delegated authority, policies, procedures, and rules.</p> <p><b>Supervision</b>:-The competency or technical ability of the supervisor. This includes the <u>supervisors</u> willingness to teach or delegate authority, fairness, and job knowledge.</p> <p><b>Interpersonal Relations</b>:-The relationships between the worker and his or her superiors, subordinates, and peers. This includes both job related interactions and social interactions within the work environment.</p> <p><b>Status</b>:-Factors that involve some indication of status: private office, important sounding title, secretary, company car, and other "perks." Changes in status would be considered under advancement.</p> <p><b>Working Conditions</b>:-Factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, safety and general appearance of the work place.</p>	<p><b>Equal Opportunities and Fair Treatment</b>:- The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth with fair treatment, and advancement to all the employees.</p> <p><b>Empowerment Employees</b>:- Empowered employees want to be involved in decisions of their work. The leaders of high-engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.</p> <p><b>Performance appraisal</b>:- Fair/ Transparent evaluation of an employee's performance is an important criterion for determining the level of employee engagement. Which result in high levels of employee engagement.</p> <p><b>Communication</b>:- The company should follow the open door policy. There should be both upward and <u>downward</u> communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss than the engagement levels are likely to be high.</p> <p><b>Organizational reputation</b>:- Employee want to be part of a winning team. This driver is</p>

**Source: Sharma and Sharma (2014)**

In the development of Employee engagement, there have been arguments on the difference and similarity between employee engagement and job satisfaction, Erajessvane and Shamila (2018), noted that they both are the same as they signify a positive emotion and response an employee has towards his workplace, Bakker and Leister (2010) oppose this, to them Employee satisfaction refers to a feeling of content

and does not measure emotional commitment, motivation or involvement, hence an employee may be satisfied by collecting a large salary but be uncommitted towards getting more work done. Hence, according to Robinson, Perryman, and Heyday (2004), an engaged employee does the following as described in the diagram below;

**Figure 3.** Qualities of an Engaged Worker

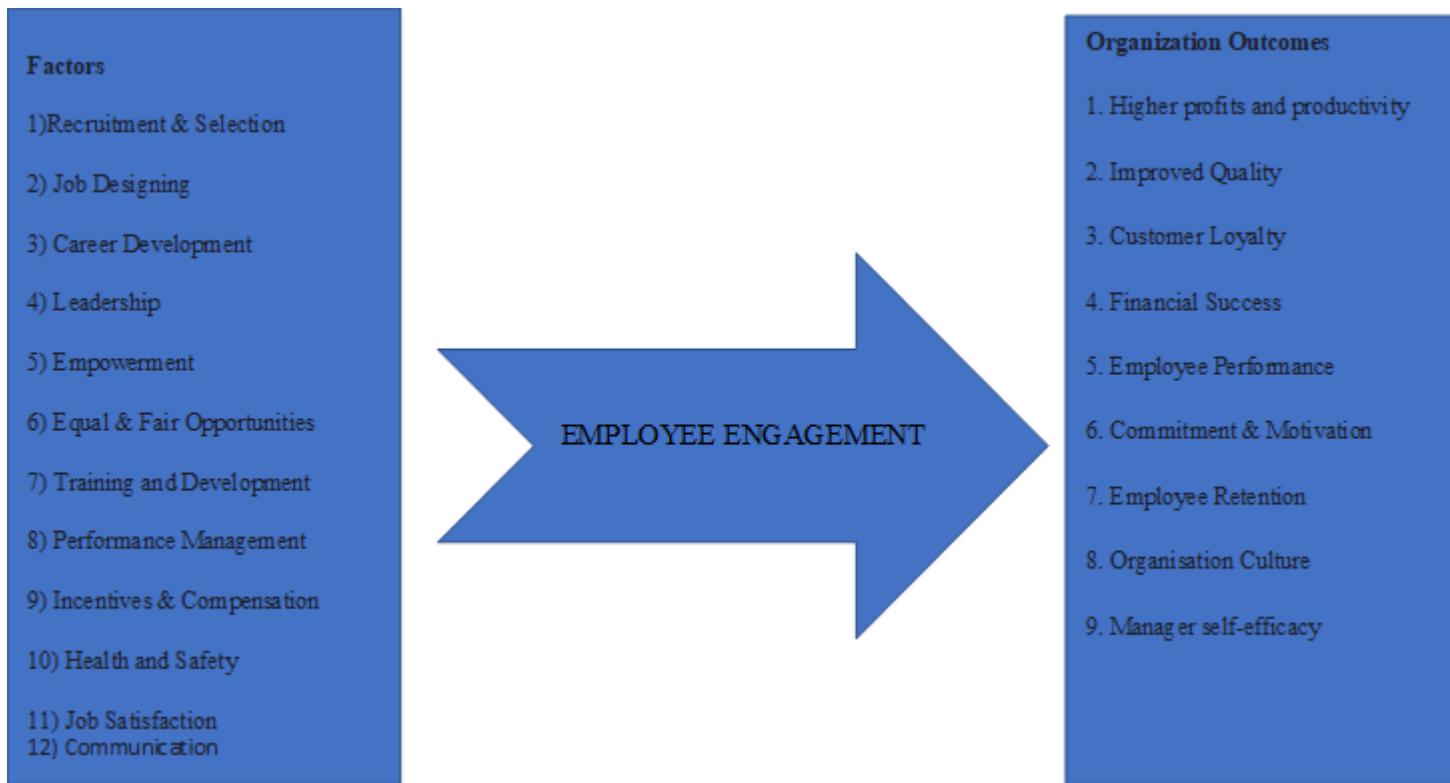


Source: **Robinson, Perryman & Hayday (2004)**

The importance of Employee engagement to an organization cannot be overstated, according to Robinson, Perryman and Hayday (2004), it leads to organizational productivity, financial success and high employee retention, Sharma and Sharma (2014), on the other hand noted that it helps outperform competitors, higher customer engagement, etc. The diagram below shows a more stratified importance of employee engagement.



**Figure 4** Importance of Employee Engagement



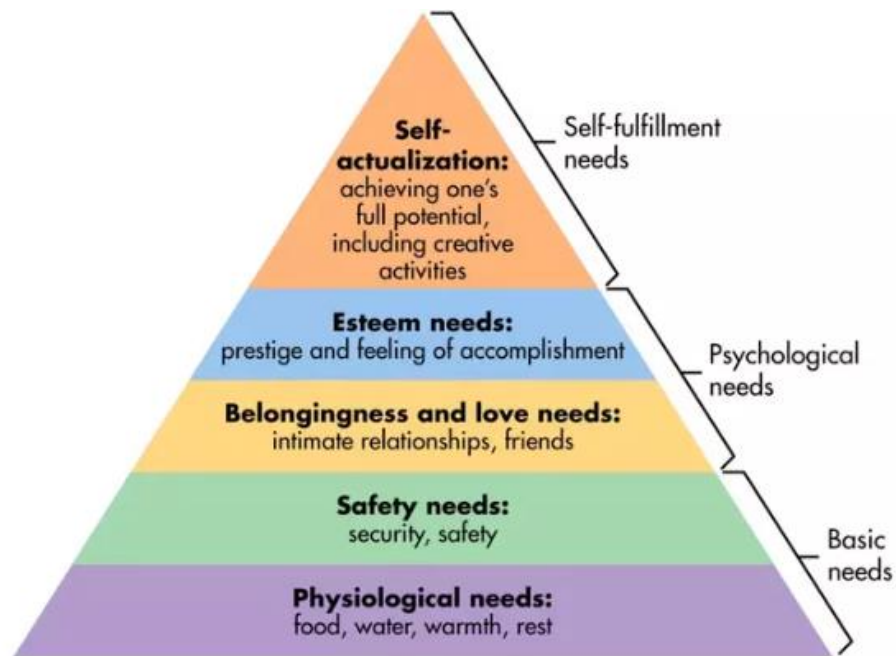
### 2.3. Theoretical Review

Several theories have been proposed that study employee motivation and engagement. This section reviews three of the contemporary theories

#### 2.3.1. Hierarchy of Needs

The needs theory was propounded by Abraham Maslow in `1943. The theory groups employee needs into three basic categories with the basic needs taking the lower part, psychological needs taking the middle and self-fulfillment needs taking the upper part as revealed in the diagram below;

**Figure 5. Maslow's Hierarchy of Needs**



Source: **Bender, Nicholas, David et al (2018)**

Maslow's theory of needs has been used to investigate engagement levels amongst employees. Bender, Nicholas, David et al (2018), notes that employee engagement levels grow as employees ascend the pyramid i.e. at the basic needs level, employees are lesser engaged than when they are at the top of the pyramid and have achieved the self-fulfilment needs.

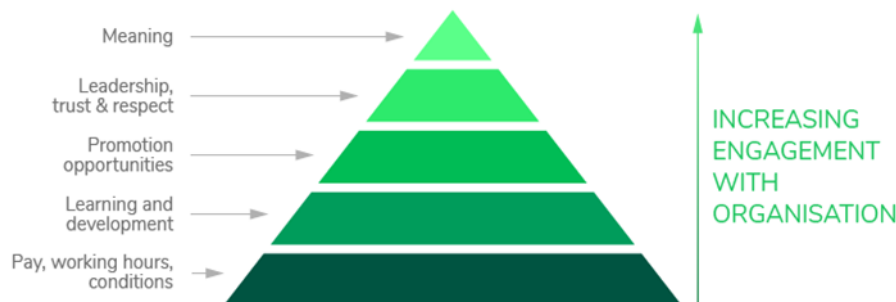
Croucher, Wood, Brewster et al (2012), also noted that using the Maslow's pyramid, one can gauge the level of employee engagement as engaged employees are not concerned about physiological needs which is at the bottom of the pyramid, for employees to be engaged, there is need for a stronger sense of attachment between an organisation and the employee, this can be achieved by creating the room for employees to achieve their needs of self-actualisation, thus organisations that setup policies that allow employees to attain highest level of fulfilment, often get the strongest engaged workforce.

Furthermore, by using Maslow's theory, Danish and Usman (2010), noted the impact of extrinsic and intrinsic rewards in stimulating employee motivation. Extrinsic rewards can only achieve the basic needs below the pyramid which are physiological and safety needs, extrinsic rewards cannot be used to sustain the needs in the upper part of the pyramid, thus extrinsic rewards can only be used in the short-term. Intrinsic rewards however offer a longer sense of motivation which culminates into employee engagement. Thus, policies that aid in achieving the needs of self-actualisation were the best policies to keep employees engaged.

### **b. Penna's Hierarchy of Engagement**

Penna (2007), which is an adaptation of Maslow's theory(1943), gives a five-level pyramid that contains the needs of employees, the more the employee climbs the pyramid by satisfying each need, the more self-fulfilled him/her becomes and ultimately becoming effectively engaged. According to Markios and Sridev (2010), the theory illustrates how each level on the pyramid enhances employee engagement and retention. Markus and Abdullahi (2013), further noted that each level on the pyramid represents a certain need which when fulfilled, increases employees sense of belonging while pushing the employee to search for more opportunities, possibilities, and promotions hence driving him upward on the hierarchy.

**Figure 6. Penna's Hierarchy of Engagement**



Source: Penna (2007)

Leu (2013), further noted that when all the needs are being satisfied, the employee has achieved optimal meaning at work thus making the employee actively engaged. He further noted that the theory provides levels which employees must attain before reaching the peak and becoming actively engaged, the theory, therefore, gives employers different responsibilities to employees to increase engagement levels. Markos and Sridevi (2010), also noted that with the levels in place, positive organizational culture can be developed and enhanced. Markus and Abdullahi (2013), however criticized the theory for being hypothetical like Maslow's theory, as employers cannot satisfy all needs of the theory.

### **b. Path-Goal Theory**

This theory was propounded by Robert House, according to this theory, leaders have behaviours and responsibilities which they are to play towards ensuring employee engagement. Oliver (2012), notes that the theory excels because it places responsibility on the leaders who through adequate stimulation and motivation can effectively engage their employees. Oliver (2012), also noted that with the right actions of leaders, they can influence employees to perform their jobs, achieve their desired outcomes and get rewarded for the work done.

Otieno, Waiganjo and Njeru (2015), noted that based on the theory, leaders need to provide clarity for employee roles, reward performance adequately, and provide the necessary support for direction. Malik (2013), argued differently, he noted that the roles leaders perform should be based on subordinate characteristics and task which they are to perform. He further noted that a constructive leader would adapt to one of the four leadership behaviours (as pointed out in the theory) and warranted by the given situation.

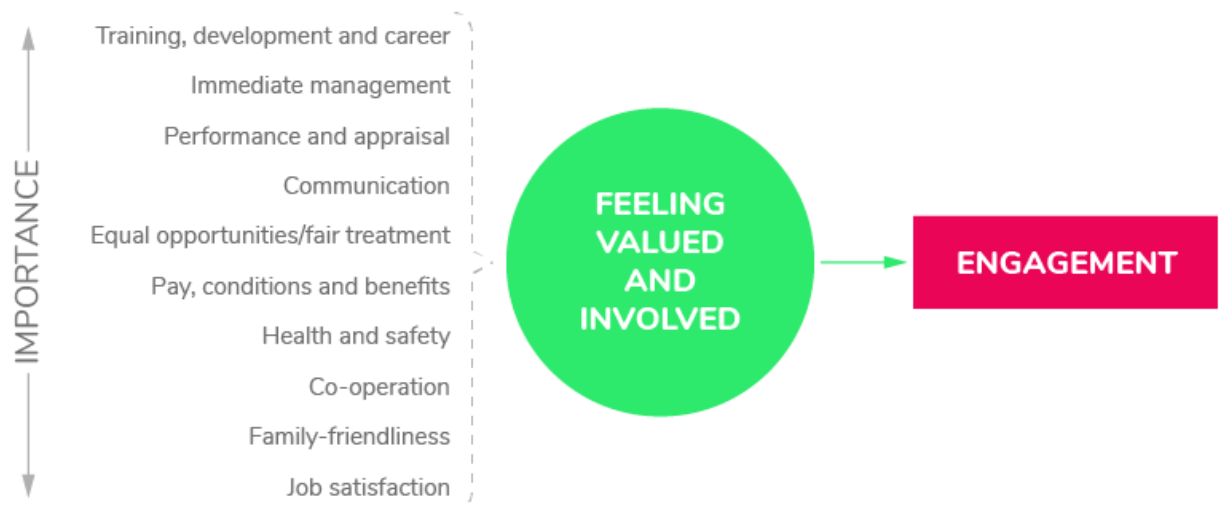
Oliver (2012), notes that the theory gives special responsibilities to leaders which enable them to control thereby motivating workers, however, the theory has been criticized based on its focus on leadership. Malik (2013), noted that the theory gives behaviours and responsibilities to leaders but fails to explain how these correlates to

the employee's motivation. Further, Mall (2015), notes that the theory is targeted towards the employees thus it removes the possibilities of employees being able to affect employer's behaviors.

### c. Institution for Employee Studies (IES) Model of Engagement

This model was developed after a survey conducted by Robinson, Perryman, and Hayday (2003), the model presents 10 drivers of engagement which if implemented by employers, can significantly engage workers. According to Oliver (2012), the theory attaches a feeling of value and belongings to the organization which can only be achieved by implementing the 10 drivers. Malik (2013), noted that managers could adapt the drivers to improve the levels of employee engagement.

**Figure 7. 10 specific drivers of Engagement**



Source: Robinson, Perryman & Hayday (2004)

Mall (2015), criticized the theory for emphasizing 10 drivers which cannot be provided by an employer, he also noted that the theory focuses on employees' emotions, hence

limiting the theory to study only emotional engagement while neglecting cognitive and behavioural engagements.

### **2.3. Empirical Review**

Empirical reviews look at case studies that have been conducted in relation to employee engagement. The essence of empirical reviews is to draw factors and measures that have been discovered from case studies and harmonise them to the current study.

Jake (2013), while studying employee engagement in automobile firms in the US, using a comparative study between four automobile firms, data was collected from 203 respondents. The result revealed that IES theory was significant in keeping employees engaged as they were similar to good HRM principles. It was further recommended that employers put in place systems that revolve around the IES model.

David (2017) also while studying factors that affect employee turnover and retention using Penna's theory, the study discovered that majority of the employees (who worked in the organization for over 10 years) were motivated to keep working because they had an emotional feeling of value and sense of belonging to the organization. He noted that a significant number of participants said that the organization gave them a sense of belonging and adding value to their lives by providing opportunities for good welfare, career development, job promotions and a good work life balance.

Markus and Abdullahi (2013), applied Path-Goal theory of engagement to study leadership and employee engagement in 6 construction firms in India. His study discovered that 55% of employees in the 6 firms noted that the behavioural patterns of managers were significant in keeping them committed to the firm. Thus, confirming the proposition of the theory.

To further explain the importance of employee engagement, Ramgulam (2016 cited in David 2017), conducted a study to determine if two Islands- Trinidad and Tobago, could inculcate employee engagement strategies into their industrial processes. The findings of the study confirmed that employee engagement increase employee morale and

enhanced creativity in an organization. Ramgulam (2016 cited in David, 2017), thus noted that employee engagement is an essential part of the organizational process and it signals inclusion amongst employees and leads to a sustainable way of ensuring organizational performance.

Devi, Avanesh and Archana (2012 cited in Jake, 2013), carried out a study to discuss the impact of employee engagement on abiding by laws and company culture, especially in adhering to environmentalism. The findings of the research revealed that employees who were engaged participated more in environmental policies of their organization, through creativity and innovation, they also noted that employees who were not engaged effectively did not feel and see reason to engage in environmental actions of their company. According to the research, change was severely resisted by employees who were not engaged. The research also pointed out that a reason for lack of engaged staff was lack of involvement of employees in decision making, lack of adequate welfare and remuneration, and lack of standard organizational culture.

Milman and Dickson (2014), did a quantitative analysis which was to evaluate and analyse opinions of employees on predictors of employee engagement within theme parks in the United States. Data was collected from 307 respondents, the results revealed that amongst the top predictors for employee engagement were fun and challenging job environment, cordial relationship between employers and employees, career advancement opportunities, hourly pay, training and development, job satisfaction, and flexible working hours.

## **2.4. Conceptual Framework**

The conceptual framework integrates the concepts and theories used in the study and provides variables to measure them from the literature review. Thus, the conceptual framework breaks down the concepts and theories into measurable units and provides a focus when collecting and analysing data. The conceptual framework of this study is thus explained below based on the concepts

#### **2.4.1. Employee Motivation**

Employee motivation refers to the wilful and purposeful decision made by an employee to exert more efforts, creativity, and time to achieve organizational goals which will provide them with the opportunity to meet their own needs (Ramlall, 2004).

The positive feeling that stimulates an employee to act more and give more to his/her organization especially in achieving organizational goals. Employee motivation is, therefore, the willingness of an employee to put more effort to ensure the achievement of organizational goals.

Employee motivation is of two types: Intrinsic (inward motivation, basically based on the employees love for his/her job), and extrinsic (this comes from outward reward systems such as salaries, bonuses, promotions, etc).

#### **2.4.2. Measurement of Employee Motivation**

To measure employee motivation, we look at the character employees display concerning their work, Ramlall (2004), noted that motivated workers are;

1. Satisfied with their work i.e. show emotional happiness and attachment to work
2. Are productive i.e. they always meet up with tasks, duties, and expectations as defined by the organization.
3. Easily retained i.e. employees who are motivated are less likely to quit their jobs

From the above, the following will be used to measure employee motivation

1. Level of job satisfaction
2. Level of productivity

#### **2.4.3. Organisational Commitment**



Organisational commitment refers to the level of loyalty and emotional attachment an employee has for his/her organisation Patro (2013). Factors that generate organisational commitment are mostly factors that resonate with the psychological nature of employees, thus, making them feel important and valued to an organisation (Ramllal, 2004).

#### **2.4.4. Measuring Organisational Commitment**

According to Ramllal (2004), levels of organisational commitment cannot be measured, however, one can measure the factors responsible for organisational commitment i.e factors that stimulate employees' commitment in an organisation. Based on this, the factors below will be used to measure organisational performance:

1. Promotion opportunities
2. Impact of leadership

#### **2.4.5. Employee Engagement**

Employee engagement is a broader concept than employee motivation, because a motivated worker may not be engaged but an engaged worker is always motivated, Employee engagement thus denotes a high emotional attachment between an employee and his/her place of work which results in a strong purpose and willingness to perform more work for the success of the organization.

#### **2.4.6. Measurement of Employee Engagement**

Both employee motivation and engagement are feelings that are made manifest by staff behaviours, thus, to measure employee engagement, I shall look at the following behaviours as explained by Robinson, Perryman & Hayday (2004)

1. Attitude to work: employees that are engaged always look for opportunities to do more work that improves the performance of the organization. Engaged employees are always positive on jobs, they also have a positive sense of value and feeling of belonging to the organisation.

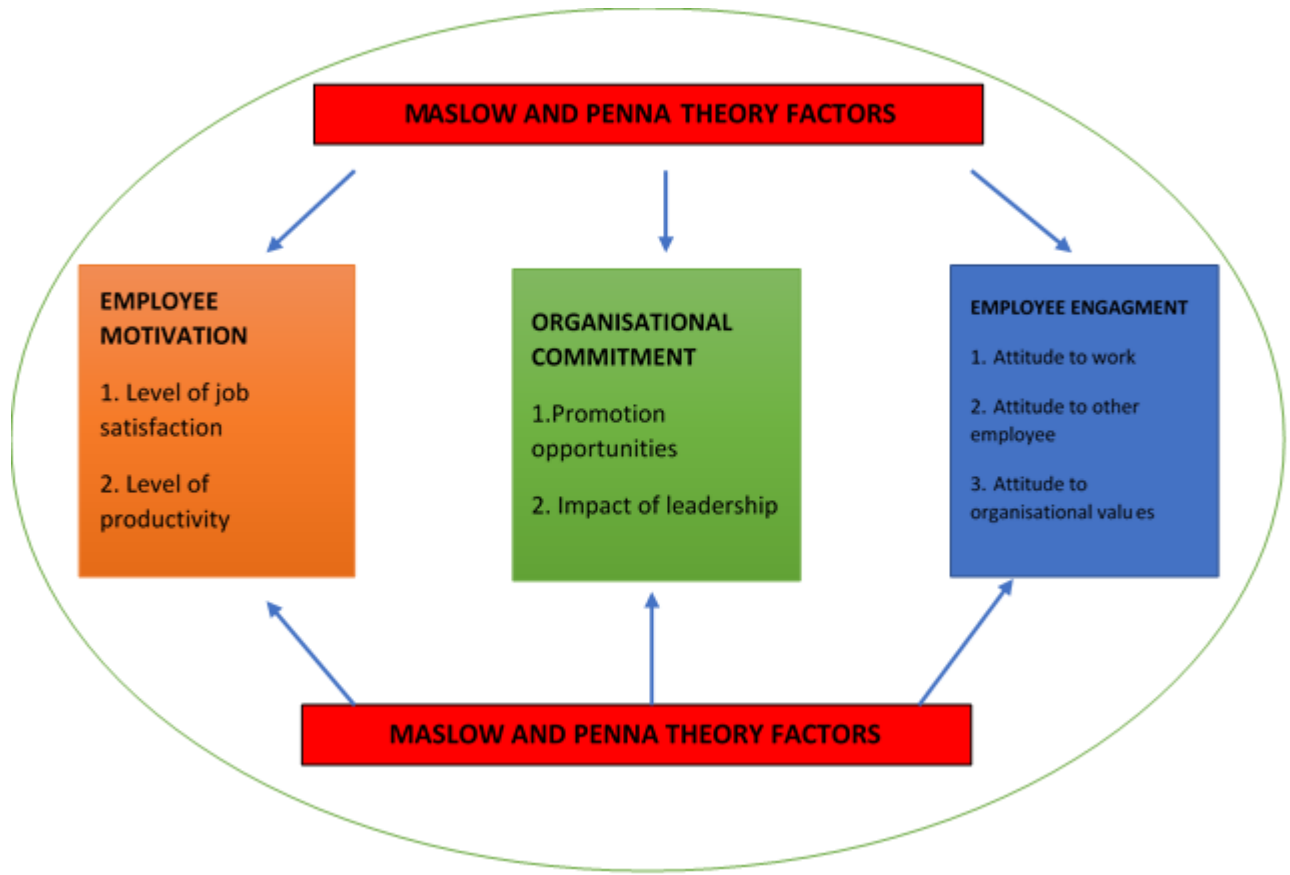
2. Attitude to other employees: Engaged employees treat other employees with respect. Engaged employees are good team players. Engaged employees manage conflicts properly
3. Attitudes to organizational values: Engaged employees abide by organizational values. Engaged employees always develop themselves to meet up with organizational values

Using this, we shall measure Employee engagement based on employee's attitude to work, attitude to other employees, and attitude to organizational values.

#### **2.4.7. Theories of Engagement**

Theories as already explained in section (2.3a) provides means to achieve employee engagement. Therefore, the researcher will be applying these means especially as given by Maslow and Penna, to see if it has created engaged employees. By linking these theories to Employee Engagement within the NNPC, the researcher will establish the potency or weakness of any of the theories in stimulating employee engagement. The reason for choosing Maslow and Penna is because both theories have similar inclinations, the two theories note that when an employee reaches the peak of the pyramid, they receive meaningfulness and self-actualisation, this will propel an employee to be more productive and committed to the organisation signifying greater levels of engagement.

#### **Figure 8. Conceptual Framework**



## 2.5. Conclusion

The review of conceptual, contextual and theoretical literature reveals that before employees are effectively engaged, there must be certain motivational factors. From the review, employees must have achieved meaning and sense of belonging to the organization which can only be achieved when employers provide an environment for employees to achieve the needs as stated in Maslow's, Penna, IES and Path-goal theories. The objectives of this dissertation are geared towards empirically testing how well employers in the NNPC have created the environment for employees to achieve the needs and thus stimulate greater engagement.

Furthermore, the Penna's theory in particular, notes that commitment and motivations are by products of effective engagement. From the literature review, it has been observed that the Penna's model has provided frameworks by which employees can be effectively engaged. Maslow's theory also provides framework for engagement

especially by achieving self-fulfilment needs. Thus, in marshalling both the literature and theoretical review together, this study will examine the frameworks provided by Penna's theory and Maslow's theory and measure them on employees to see if it has been effective in creating more engaged staff. The next section discusses the research methodology.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Overview**

This chapter contains the research methodology which is the totality of frameworks adopted to ensure the researcher arrives at an authentic and logical conclusion that answers the research questions and met the objectives of the study. The Research methodology is subdivided according to the research onion, as such, the Research philosophy adopted is interpretivism and phenomenological as the research sought to understand and study humans based on their experiences and linking these experiences to employee engagement factors, The research approach used both inductive and deductive approach, this was to incorporate both fundamental frameworks in the study for better analysis and discussion. The Research strategy used was qualitative survey which collected data from semi-structured interviews, furthermore, the research timeframe was case study because the research was conducted within a specific study area. Data was collected using semi-structured interviews and were analysed using thematic methods. The diagram below shows the research onion layers

**Figure 9. Research Onion Layers**



### **3.3. Research Philosophy**

Within the context of this study, a research philosophy will be defined as a combination of models that guides the acquisition of knowledge. i.e. Research philosophies create laws, rules that must be abided by before research or academic endeavour is deemed worthy to be added to existing academic knowledge (Bajpai, 2011).

As such, using a research philosophy is essential for the conduct of every research endeavour, as it tells what processes and laws will govern the conduct of the research.

Several types of research philosophy exists as explained in the table below;

**Table 2. Research Philosophies**

Research Philosophy	Ontology What is reality?	Epistemology What and how can I know reality/knowledge?	Theoretical Perspective What approach can we use to get knowledge?	Methodology What procedure can we use to acquire knowledge?	Methods What tools can we use to acquire knowledge?
Positivism	There is a single truth and reality (more realist)	Reality can be measured and hence the focus is on reliable and valid tools to obtain that	Positivism-Post Positivism	Experimental Research Survey Research	Usually quantitative; could include sampling, measurements, Scaling, Statistical analysis Questionnaires Interviews Surveys
Interpretivism	There is no single reality or truth. Reality is created by individuals or groups (less realist)	Therefore, reality needs to be interpreted, it is used to understand the underlying meaning of events and activities	Reality needs to be interpreted Phenomenology Symbolic interactionism Critical inquiry Feminism	Ethnography Grounded theory Phenomenological research Heuristic inquiry Action Research	Using qualitative could include; Qualitative interviews Observation Participant Non-Participant Case study Narration Thematic Analysis
Pragmatism	Reality is constantly renegotiated and debated. Interpreted in light of its usefulness in new unpredictable situations	The best method is one that solves problems. Finding out its meaning and changing its fundamental aims.	Pragmatism research through design	Mixed methods Design-based research	Combination of every of the above and more, such as data mining expert review, usability testing and physical prototype.
Subjectivism	Reality is what we perceive to be real	All knowledge is purely a matter of perspective	Post-modernism Structuralism Post-structuralism	Discourse Theory Archaeology Genealogy Deconstruction etc	Autoethnography Semiotics Literary analysis

**Source:** Salma (2015)

For this research, the interpretivism philosophy was adopted. Interpretivism studies humans in the world in which they create for themselves, in other words, to the interpretivist, reality is a creation of human beings, hence, to understand reality, a researcher must understand the impact and influence of human beings on the natural world they create (Collins and Hussey, 2013). A cardinal argument of interpretivism is that human beings are dynamic in the way they relate to their social world, different

humans from different cultural backgrounds, react differently under different circumstances, hence, to understand human beings and their socially created world, a researcher must critically understand the experience of humans (Bajpai, 2011). The central purpose of interpretivism is therefore to create new, in-depth/richer understandings, clearer interpretations of human world in their specific context.

The interpretivist philosophy is advantageous in business research as it focuses on understanding organisational elements from the perspectives of different individuals. Essentially, interpretivism enhances the study relationship between CEOs, employees, Board of directors, working conditions etc. A researcher using the interpretivist philosophy will take account of the complexity of these relationships in the organisation and collect what is meaningful to the participant. This is why Bajpai (2011), notes that the interpretivist philosophy is more of a phenomenological research which studies and focuses on participants experiences, recollections and interpretations.

The interpretivist philosophy becomes essential to this study, as it will provide understanding of the elements of employee engagement and how efficient its postulations are within the organisational setting, hence when using this philosophy, the researcher will critically look at how human experiences shape their engagement levels, and if the elements of the Maslow or Penna theory has led to more engaged workers in the organisation. The rationale for adopting this philosophy is to carefully explain the two theories and its capability of creating more engaged workers by focusing on the experiences of employees. The interpretivist philosophy will guide the researcher in ensuring that the study is purely phenomenological by explaining and understanding human experiences.

The interpretivist philosophy however is not without limitations, a major limitation of this philosophy is its promotion of subjectivity over objectivity which leads to findings that may not be empirical and acceptable within the academia, furthermore, the interpretivist philosophy struggles with research reliability and validity, as more often its findings are not exact and cannot be generalised. These limitations did not affect the



credibility of this research as the study adopted empirical methods of testing validity and reliability to ensure the study was authentic.

### **3.4. Research Approach**

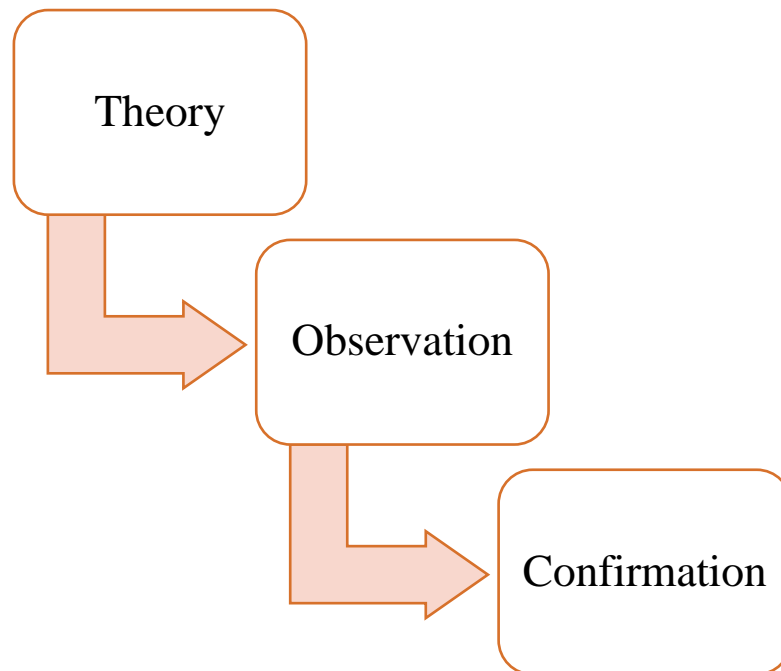
The research approach provides the framework for the research to integrate the different components of his research into a simplified whole (Collins & Hussey, 2013). It is the research approach that merges the research question, with methods of data collection and methods of data analysis, thereby leading to logical and coherent research findings. Without a proper research Approach, the study will be carried out haphazardly.

The choice of a research approach flows from the research philosophy (Bajpai, 2011). There are basically two forms of research approaches, Inductive and Deductive. A simplified difference between the two is while inductive moves from specific to general, the deductive moves from general to specific, Creswell (2003), notes that while using an interpretivism philosophy, a researcher can use both approaches in order to maximise the potentials of the research, collect accurate data and make logical conclusions, this is corroborated by (Sarantakos, 2012), who emphasised that interpretivism provides room for flexibility amongst approaches. Hence, for this study, both inductive and deductive approaches are used. The rationale being that the research seeks to explore the nature of a variable and how it fosters the manifestation of other variables, this mainly falls within the ambit of inductive research. This is because the inductive approach deals with non-numerical data, hence it gives more attention to explanation and narration on the “how, what, where, and when” of variables. Fundamentally, the inductive approach is ideal for getting answers on “how” a variable can influence the manifestation or absence of another variable, it further goes in-depth to get real reasons to support arguments. This study thus sought to explain how the elements given in the Maslow’s and Penna’s hierarchy can cause or result in greater employee engagement and motivation, therefore, the inductive approach was of more tangible value as it enabled the researcher to get the proper explanatory data

to assess how the Maslow's and Penna's element affects the manifestation of employee engagement and motivation variables and behaviours.

The deductive approach was adopted fundamentally for its nature of drawing conclusions, according to Creswell (2003), deductive approach is mainly used for testing the validity of theories and making empirical confirmations amongst them, hence the diagram below shows the flow of deductive approach;

**Figure 10. Deductive Approach**



Source: Creswell (2003)

This study therefore was carried out to observe the postulations of the Maslow's and Penna's theory and make confirmations concerning its effectiveness in leading to highly engaged workers. Based on the above, the two approaches were adopted.

### **3.5. Research strategy**

Research philosophy, Research approach and Research strategy are linked, this is because one leads to the other, the philosophy informs the process of the research

(objective or subjective), the research approach outlines the procedures of the research and what type of analysis will be made, the research strategy further notes the means and techniques by which the data will be collected (Sarantakos, 2012). The research strategy for this study is Qualitative survey, the Qualitative survey is a strategy that operates through a question and response process. The qualitative survey mainly uses interviews. The qualitative survey was thus used in this research, the researcher asked the participant/respondents questions, and the participant responded. The responses served as the primary and were further analysed to answer the research question.

The table below reflects the strength and limitations of using the qualitative survey

**Table 3. Strengths and Limitations of using Qualitative Survey**

Source: Sarantakos (2012)

<b>Strengths</b>	<b>Limitations</b>
<b>In-depth and detailed data</b>	Findings from data usually cannot be generalised to the study population or community
<b>Provide more detailed information to explain complex issues</b>	More difficult to analyse; don't fit neatly in standard categories
<b>Multiple methods for gathering data on sensitive subjects</b>	Data collection is usually time consuming
<b>Data collection is usually cost efficient</b>	

This research adopted the qualitative survey mainly because of its strengths in collecting in-depth and detailed data to explain the complex issues for stimulating employee engagement, furthermore, the qualitative survey enabled the researcher gather data from sensitive subjects within Human Resource Management (HRM), issues like pay, salary, job satisfaction, loyalty or quitting the job are sensitive issues to organisations and employees. However, using the qualitative survey, the research was able to get information on this without constituting a threat or risk to the participants or their organisation.

In minimising the effects of the limitations of the qualitative survey on the entire research, the researcher adopted a stronger framework; for generalisation, the

researcher adopted the deductive approach which moves from specific to general, hence making generalisation possible, and for analysing, the researcher also used thematic analysis framework as developed by (Creswell, 2003). Thus, the limitations of the qualitative survey strategy did not affect the credibility and authenticity of the study.

Holistically, this study uses the qualitative survey because of its empirical and data-driven nature. The study questions were not capable of being answered without the use of first-hand data gotten from the participants hence the use of survey.

### **3.6. Nature of Data Collection**

This study basically relied on primary sources of data, according to Creswell, (2003), “primary data are collected to understand specific objectives and meet specific purposes”. This data is important because it is more authentic, it reveals to a significant degree the nature of the problem that is being solved and it focuses specifically on the research problem. This study adopted primary data to serve the purposes of answering questions regarding factors of engagement and its applicability in creating more engaged workers within The Nigerian National Petroleum Corporation (NNPC) in Nigeria. For the collection of data, the study used the interviews which is explained in the next section

The study also used secondary literature however to a minimal degree, secondary data was mainly used to support primary data and create more synthesis between data. The secondary literature was collected from books, journals, and peer-reviewed articles. Secondary data was carefully scrutinized to fish out bias reporting before further integrating it into the study

#### **ii. Instruments of Data collection**

Given the qualitative nature of the research, this study adopted interviews as the major source of data collection. The interviews promoted the collection of in-depth and critical data which enabled the proper answering of research questions. The interviews

excelled at collecting more elaborate and tangible data, as it provided the participant to explain issues while giving examples and sharing personal experiences, this makes interviews more reliable in generating sufficient data to answer research questions (Bajpai, 2011).

The interview was drafted in a semi-structured and open-ended format. This allowed the participant to respond to questions elaborately however within the limit of the questions. The questions linked the variable noted in the conceptual framework together, thus seeking to explain their manifestations and influences.

The interviews were conducted with 8 different employees from the NNPC, the information is explained in the section below

### **iii. Population of the study**

The population of the study consists of employees of the NNPC in Nigeria, participants were recruited based on convenience methods and snowball sampling techniques, and this ensured that only participants who are willing to participate in the study are recruited. Furthermore, both sampling techniques ensured that only employees who were knowledgeable about the research subject were recruited, hence, this provided the research with rich, detailed and more elaborate answers that enabled the answering of the research questions which further enhanced the achievement of the research objectives. Both snowballing and convenience sampling are potent in generating deep and insightful data about phenomenon (Bajpai, 2011)

The study conducted interviews with eight (8) employees of the NNPC whose consent forms are attached in the Appendix. The interviews were conducted at NNPC because it is a major company in Nigeria and has recorded a high level of work engagement (Orogbu, Onyeizugbe, Onwuzuligbo et al 2016).

### 3.7. Ethical Issues

The study strictly abided by all existing ethical principles regarding the conduct of research and the safety of the participant. No method was used that risked the security of participants. Participants filled the consent form to authenticate that they were involved in research based on their free will. More importantly, it was noted that at any time the participant felt threatened, they were able to withdraw from the research.

Apart from participant safety, the researcher also abided by other ethical issues such as;

- i. Protection of the privacy of the research participant
- ii. Maintaining the confidentiality of the research data.
- iii. Avoidance of plagiarism, exaggeration or deception of data
- iv. Identifying all possible forms of conflicts of interest.

### 3.8. Methods of Data Analysis

This refers to the process of collating, analysing, and interpreting data. The data gotten from the qualitative source was analysed and interpreted based on narrative and thematic formats. Several frameworks exist for carrying out the thematic analysis, however this study used the framework provided by Creswell (2013), this involved a 5-step process which are highlighted below:

- i. **Transcription of Data:** Data was transcribed from their oral form to written form using manual method. Manual method was more efficient for the researcher as it enabled the researcher to pay closer attention to responses of the participant
- ii. **Coding of Data:** Codes were developed based on the conceptual framework as documented in chapter 2, since the conceptual framework delineates the issues analysed in this study and breaks down variables into observable units, it provided series of codes to investigate upon while analysing the interviews. Codes were used to link and group several responses together.

- iii. **Analysing the findings:** From grouped data, the findings were analysed based on the responses coded.
- iv. **Developing Themes:** From the analysed findings, themes were generated that gave a holistic understanding of the grouped data. Themes enabled easier understanding of the findings
- v. **Discussion of findings:** findings were then discussed based on the research objectives. Findings were synthesised with other secondary literature.

The thematic analysis ensured a clear and narrative interpretation which further link the research findings to the objectives of the study.

### **3.9. Conclusion**

The above methodology was essential in ensuring that the outcome of the study discussed the discovered the levels of employee engagement in the NNPC. The outcome proved the potency or weakness of the Maslow (1943) and Penna theory (2007) in creating employee engagement amongst staff of the NNPC. This will be beneficial to both academic and business spheres. Within the academic sphere, the research will provide empirical justification for assessing employee engagement as it will discover if factors of employee engagement can be applied to real-life situations, thereby establishing if the postulations can result in employee engagement. Within the business sphere, the research will be used to make recommendations on how managers can improve their employee engagement levels based on findings discovered from the research, thus, increasing Human Resource Management practices.

## CHAPTER FOUR

### PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1. Overview

This chapter provides the analysis of the data and the discussion of findings of the research based on the interviews conducted with employees in the Nigerian National Petroleum Corporation (NNPC). Eight (8) interviews were conducted, due to the principle of anonymity the interviewee name initials were provided, and years of work experience documented in the table below

**Table 4. Participant Biodata**

<b>PARTICIPANT</b>	<b>WORK EXPERIENCE</b>
JA	7 years
AO	8 years
NC	5 years
JIO	6 years
MA	10 years
AP	4 years
APN	6 years
IWTT	12 years

The chapter is subdivided into five (5) sections. The first section is the analysis of findings, in this section, the data collected from the participants were collected based on codes (codes were generated from the conceptual framework see chapter 3 section 2.5). Interviewee's responses to these codes were thus grouped under a theme and analysed. Due to numerous data and repetition of answers amongst interviewees, only significant and clear answers were used for the analysis. This is in line with Bajpai (2011), who explained that when dealing with numerous data that give similar



responses, choosing detailed and significant responses for analysis was efficient in capturing the most essential features of the phenomenon being studied.

Section two contains the discussions of findings, where findings from the analysis are discussed using secondary literature mostly from the literature review.

In section three, the researcher related the findings to the research questions and offered explanations on how the three research questions were answered by the study

Section four gives the summary of the chapter while section five is the conclusion of the chapter.

## **4.2. Analysis of Findings**

### **a. Theme one: Employee Motivation**

Employee motivation was determined by the measurement of the level of job satisfaction and employee productivity as stated in the conceptual framework. The interview questions 1 and 2 which related to intrinsic motivations (career development, growth) and extrinsic motivations (pay and working conditions) were used to gather data to answer this. The analysis of the responses is contained below;

Table 5. Pay, Working Conditions and Training and Development

<b>PARTICIPANT</b>	<b>RESPONSES</b>
JA	<i>My basic pay was significant enough to keep me on the job as it is able to take me home. My working conditions were good and made me comfortable and the opportunities for career growth and training and development enhanced my capacity building and skills required for the job. I am motivated enough by the pay and working conditions at my workplace</i>

A.O	<i>The pay at my workplace is sufficient and befitting to my status, the working conditions are excellent as the environment encouraged better work and productivity. Through training and development, my organization ensured that employees kept striving to be better as with more courses and qualifications the higher salary you get and also the better you are at what you do. These factors are able to keep me motivated</i>
NC	<i>Basic pay in my organization is ok and fair, as it can accommodate my basic needs and even provide room for savings and investment, the working conditions were ok due to the comfort, healthy and friendly environment. Through training opportunities and career growth endeavors. I am was able to acquire the right skills to deliver on projects and tasks. All three (pay, working conditions and career, training, and development opportunities) were essential to keep me motivated.</i>
JIO	<i>Salary was good, and commensurate to my qualifications, it was above the minimum wage placed by the government and thus was able to meet my basic and all other associated needs, working conditions were sufficient as it supported the basic things I needed to work such as computers, internet, good lightening, quiet environment. Training opportunities in my workplace were promoted by the management as without the right training, employees will not be able to complete a task, the organization thus made provision for training, and skill development through workshops, online and conventional classes, etc. These factors ensure I am well motivated to keep working in my organization</i>
MA	<i>I have sufficient pay as it is enough to cover my basic needs, accommodate savings, and other luxurious spending. Work environment was good as it was conducive with air-conditioners, comfortable chairs, and tables. The terms of work that ensured safety, job security, and long-term life plans were also offered at my workplace. Training and development opportunities were provided for at my job, as whatever skills an employee needed to complete a job, the organization always provided for it</i>
AP	<i>My pay was sufficient to cater for my daily and monthly needs, working conditions in my office were standard as it was in line with labour laws of Nigeria, there was room for health and safety, flexible working conditions and other work essentials that made my work smooth and adequate, my organization made it possible for employees to acquire training, development, and skills to carry out their duties. The three factors contributed immensely to my satisfaction and served as a motivation factor for me</i>

From the analysis of the 6 responses above, it is evident that the pay, working conditions provided in the NNPC is sufficient to make employees satisfied with their job because it was able to meet up with their daily needs and expenses, and accommodate other extra savings and luxurious spending. Furthermore, the training and career development opportunities enhanced productivity as it offered the employees the necessary skills to meet up with their various tasks. This thus proves that the factors for employee motivation as discussed by the Penna theory (2007) (Pay, working conditions, training and development) were significant in motivating employees. This is in line with the literature review, see discussions below for details.

#### **b. Discussion of theme one**

The findings from the above is in line with the literature review. From the literature review, it was discovered that employee motivation has been researched to be an important factor in organisations, as it enables management to meet companies goals and objectives (Yuping, 2018 cited Aleksić-Glišović, Jerotijević and Jerotijević, 2019), this is by increasing the productivity levels of employees so they meet up with greater output most efficiently and effectively, employee motivation is further essential to the organisation because it reduces the rate of employee turnover which cost the company more in recruiting and training staff (Zlatea and Cucui, 2015). Without accurate motivation, employees' risk being unhappy, unsatisfied, and demoralised, thus leading to an unproductive and under-performing workforce (Mall, 2015). Amongst theories of employee motivation, Penna's theory (2007) is one of the current and most relevant in contemporary society, this is because at the lower parts of the Penna's pyramid, it provides explanations for employee motivations (Mall, 2015) Maslow's theory discusses factors for employee motivation but this is in relation to needs i.e basic needs food, clothing and shelter.

Basically, according to Aleksić-Glišović, Jerotijević and Jerotijević (2019), Mall (2015) and Zlate and Cicui (2015), as discussed in the literature review (section), employee motivations come as salary, working conditions, and opportunities for career and development. This was essential in keeping employees satisfied and productive. These

have been captured by Penna's pyramid see figure 1. In relation to the study, the three factors have served as motivations for staff at NNPC.

From section 4.2 (a), it was proven that Salary and working conditions are sufficient in the NNPC and have influenced job satisfaction amongst staff.

From the analysis of interviews, the interviewees noted that their salaries were sufficient to meet up with their daily needs and also accommodate saving and investment expenses. This had made them satisfied with their workplace. This thus proves that a positive relationship exists between pay and job satisfaction as Mall (2015), explained that basic pay is an important factor for motivating employees, this is because the basic pay was important to employees so they could meet up with their daily needs. Pay is also essential for staff as it provides them with the reward for their labour Clarke (2018), employees offer their services to an organisation in turn for receiving payment, when this contract is upheld, employees become satisfied with their workplace and there is a low tendency for them to exit the organisation. Furthermore, Zlatea (2015), explained that good pay stimulates a feeling of confidence and morale amongst employees to their workplace, they can relate more with the organisation and also perform more work for the organisation.

Opportunities for training and development are also essential to keep employees satisfied through productivity. When employees acquire the right skills for their job it enhances their feeling of importance thereby serving as a motivation to do more work. From the interviews in section 4.2 (a), it was discovered that opportunities for training and development were adequate at NNPC thus providing room for employees to acquire the relevant skills to meet up with organisational goals further increasing their productivity. Training opportunities such as school leaves, technical skill acquisitions and technical workshops on health and safety were appreciated. This is collaborated by Clarke (2018), who explained that the absence of training opportunities produced inept staff with low productivity levels. Equipping staff with the right skills increases competence further increasing productivity (Yuping. 2018 cited in Aleksić-Glišović, Jerotijević and Jerotijević, 2019). Productivity increases motivations of staff as with

high productivity levels, the employee feels he/she is contributing significantly to the organisation thus boosting his sense of value and importance to the organisation (Clarke, 2018).

From the above, the Penna's theory has been authenticated, the Penna's theory notes that Salary, working conditions and opportunities for career development increased motivations and sense of value amongst staff (Mall, 2015), this has been proven as employees in the NNPC have shown high levels of motivation and sense of value to the organisation

### **c. Theme Two: Organizational Commitment**

The level of organisational commitment at the NNPC was measured through the promotion opportunities and extent of employee turnover in the NNPC as stated in the conceptual framework (section 2.5). Interview questions 3 and 4 were related to promotional activities and the impact of leadership.

**Table 6. Promotional Opportunities and Leadership**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
JA	<i>Meritocracy was the criteria used to promote employees, hence employees' skills, qualification, projects and tasks handled, and goals attained within the year were often used to promote individuals in my workplace, it was fair and was given to anyone who deserved it. It was sufficient to keep me committed to the organization as I hope that if I worked better, I would keep getting promoted and keep getting bigger salaries. Leadership in my workplace was good, benevolent, and respectful. Leadership had trusted me based on my past efforts and this had enabled me to be committed to my work as leadership served as mentors and were able to impact me positively.</i>

NC	<p><i>Promotional opportunities in my workplace were fair, visible, and competitive. Promotional opportunities offered in my workplace made it possible for new intakes to rapidly rise on the organizational ladder. It was competitive as no one would want to stay at the same level for "5-6 years". Promotional opportunities serve as a motivator for more work as it was certain that the more work an employee carries out, the faster he/she will move on the organizational ladder. Leadership in my workplace was not entirely perfect, but leadership always encouraged the best out of employees. Promotional opportunities and leadership were essential to keeping me committed on the job, how promotions were carried out boosted my trust in the company that if i worked harder, I would get promoted. Furthermore, leadership showed concern and was empathic to employees, this gave me a feeling of importance thus making me more committed to my workplace</i></p>
IWT	<p><i>Promotion activities in my workplace were done transparently and promptly in such a way that the employee was aware if he/she would be promoted or remain at the same level. Promotions were tied to reviews, appraisals, and performance of employees. Employees that meet up to tasks, goals, and objectives were promoted faster than others who weren't. I have experienced all sort of leaders both good and bad but I would rate leadership at my workplace good because, the personality of the leader is not what matters but how the leader can motivate, keep the employee focused, appreciate workers for goals achieved, this was the characteristic of leadership in my workplace, thus I committed to the organization, as both leadership and promotion opportunities were able to bring the best out of me</i></p>
APN	<p><i>Promotion opportunities in my workplace were standard as it was based on appraisals, performance, and efforts put by the employee on the job. Promotion opportunities served as a significant encouragement to employees as it was done fairly with every employee having the opportunity to rise in the organization. Leadership was good, they maintained a healthy relationship with employees, offered opportunities for dialogue, and compromise with fewer barriers to communication. Promotional activities and leadership were sufficient to keep me committed to my work as I have the assurance of growth and professional development in the organization.</i></p>

From the collaboration of the above responses, it is evident that promotional opportunities and leadership served as a factor that leads to organisational commitment in the NNPC, employees were committed to the organisation because they were assured that their productivity was sufficient enough to get them promoted, and also, leadership provided them with the adequate motivation, sense of belonging and respect which was essential to keep them committed. This further proves the authenticity of the Penna's theory.

#### **d. Discussions of Theme Two**

As discovered and discussed in the literature review, organisational commitment is essential to an organisation just as employee motivation, some scholars like AL-Jabari and Ghazzawi, (2019), Maryam (2014), Tuna, Ghazzawi, Tuna et al (2016), noted that organisational commitment is even greater than employee motivation as with the former a sense of psychological attachment is created between the employee and workplace which influences employee to stay for a long period and work passionately for the achievement of organisational goals. Mall (2015), notes that organisational commitment determines employee satisfaction, contribution to organisation, job performance, productivity, relationship with other staff, etc. From the literature review section (2.5) to test organisational commitment, the researcher asked questions in relation to promotional opportunities and impact of leadership on employees.

From the analysis of data (section), it was discovered that promotional opportunities and leadership have influenced the level of organisational commitment amongst employees in the NNPC, this is because promotional opportunities were fair and based on meritocracy, thus, the more an employee achieves task, goals and meets up with objectives set by the organisation, the staff was certain to get promoted. This boosts the commitment of employees to remain at their workplace because with increased productivity, they were sure to be promoted. AL-Jabari and Ghazzawi, (2019), researched promotion systems and employee commitment to an organisation, he discovered that in firms where promotion systems were standardised using appraisals, reviews and performance test, employee commitment to organisational goals and the

organisation itself was high, this is because employees were assured and certain of getting promoted as long as they were productive. Maryam (2014), also notes that employees were more committed to organisations where they felt "they have a future", adequate promotional activities thus give the employee the perception that in the future, he/she can rise on the organisational ladder and collect better pay and working conditions.

Leadership also is essential to organisational commitment, empathetic leadership has a good relationship with employees, involves employees in decision making, provides room for employee growth and development, and was bound to have better-committed staff (Saeed, Waseem, Sikander, et al, 2014). AL-Jabari and Ghazzawi, (2019), notes that employees were more committed to leadership that is transformational, and takes cognisance of the total physical, cognitive and behavioural needs of staff, this is because such leadership increases the value, importance, and sense of belonging of staff to the organisation. Leadership which delegates, trusts and provides employees with the opportunity to contribute positively to the organisation in terms of work and decisions, created a long-lasting relationship with staff hence improving their commitment to the organisation.

The above has been discovered in the NNPC, employees have noted that leadership is cordial, drives them towards self-development and productivity, provides room for staff to contribute positively in terms of decisions and work and caters for their needs as they arise. Hence, employees in the NNPC are more committed to their workplace.

This proves the accuracy of the Penna theory (2007), according to the pyramid factors that increase organisational commitment (promotion opportunities and leadership), organizational commitment comes after employee motivation. When these factors are put in place, the employee becomes more committed to the organisation, his/her sense of value and importance is increased thus endearing him/her to the organisation. This explanation provided by the Penna theory (2007) is better than that provided by Maslow's theory (1943), as Maslow (1943), did not effectively discuss factors that can



lead to organisational commitment, as his factors (basic needs and psychological needs) were focused at motivating employees.

#### **e. Theme Three: Employee Engagement**

Employee engagement in the NNPC was measured through the attitude of the employee to work, attitude to other employees, and attitude to organisational goals and values as contained in the conceptual framework (section 2.5). Questions 5,6 and 7 on the interview scheduled was used to get responses of employees concerning their engagement levels.

**Table 7. Attitude to Work, Relationship with Other Staff and Abiding by Organisational Ethics**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
JA	<i>My attitude to work was positive and recommendable as I was always entrusted to more work by my superiors due to my records and performances, I have a good sense of belonging at my workplace, it is fulfilling, had high room for development and the environment was highly encouraging. My relationship with other staff was overall cordial, this does not rule out the potentials or incidences of conflicts but because the staff worked in a team, they always learned from conflict situations. I relate well to organizational ethics as they were put in place to enhance the overall productivity of the organization, hence I know what is expected of me at work and I always abide by it.</i>
AO	<i>My attitude to work based on salaries and working conditions, these factors influenced me positively hence I developed a positive attitude to work. I have a strong feeling of belonging and a sense of value to work because management in the organization tended to show care and respect to individuals. I have worked in teams on several occasions and have experienced few incidences of frictions and conflicts as all team members understood and cooperated for the adequate completion of tasks. Organizational ethics were so far good as it prevents some unhealthy and unacceptable attitudes from occurring in the workplace, some ethics did not resonate well with me, for example work ethics which prevented junior staff from mingling with superiors, what if that superior was your childhood friend? Work ethics improved competences and employee's ability to meet up with tasks</i>

JIO	<i>My attitude to work was professional, exciting and was linked to the level of trust my superiors accorded to me, and also on the roles I perform, the delegation of roles and responsibility gave me a positive attitude to work, it gave me a sense of importance and esteem, my relationship with staff was cordial, I do not rule out the possibilities of conflict, however, after conflict, everything normalizes, and everyone pressed towards goals and professionalism. Organizational ethics at my workplace was good and was geared towards establishing a positive work culture, that enhanced productivity, better rewards, and cordial relationship between staff and management.</i>
MA	<i>I have a positive attitude to the job and a sense of belonging, this is shown in my emotional attachment to the organization based on my roles and responsibilities I perform at work. I miss my workplace anytime I is on leave or performing another responsibility. My relationship with staff was cordial and my relationship with teams increased productivity, through healthy competitions and challenges. Ethics was significant in my workplace as it placed me in check and influenced my relationship with other staff, however, ethics in an organization was not sufficient to build positive behavior amongst staff but the staff must have a sort of internal drive to behave positively, if no,t despite organizational ethics, the staff will still act unethically</i>

From the above it has been discovered that positive attitude to work in the NNPC results from working conditions, pay and salaries, type of work performed, role and responsibilities. Teamwork enhanced better cooperation of staff to meet up with organisational goals which have further brought about productivity and increased rate of meeting up with organisational goals and tasks. Organisational ethics on the overall resonated well with staff as it prevented certain unethical behaviour. It can thus be concluded that attitude to work, relationship with other staff, and organisational ethics are essential factors of employee engagement in the NNPC.

#### **f. Discussions of Theme Three**

As noted in the literature review, employee engagement is a broader term than organisational commitment and employee motivation as employee engagement

encompasses the two. Employee engagement is significant to an organisation because it determines the level of emotional, mental, and behavioural attachment of an employee to his/her organisation (Chouhury and Mohanty, 2018). It does not just relate to the satisfaction, motivation, or commitment an employee possesses over his/her workplace, but it is a deeper and stronger connection that keeps the employee productive, loyal, committed, passionate, and confident about an organisation (Patro, 2013). Sharma and Sharma (2014) explains that employee engagement is perhaps the most important feeling and connection an employee has for his/her workplace as it determines the positive value an employee accords to an organisation which influences the qualitative (quality of work done by the employee) and quantitative (magnitude of work done by the employee).

The Penna theory (2007), notes that engaging employees process (as seen in figure 1) that starts from the bottom of the pyramid with employee motivation (pay, working conditions, career development, organisational commitment (Promotion opportunities, Leadership trust, and respect) and finally meaning at work which is shown in employees attitude to work, relationship with other staff and adhering to organisational ethics (Markos and Sridevi, 2010). Meaning at work involves the highest level of feeling of value and sense of belonging to the organisation (Chouhury and Mohanty, 2018). Maslow's theory (1943), does not effectively capture the following stages of employee engagement but discussed that employees become better motivated when they ascend to the top of the pyramid by achieving the self-fulfilment needs (Markos and Sridevi, 2010).

The aforementioned has been discovered by this research, in section 4.2 (c), it was noted that the employees in the NNPC had achieved the stage of meaning at work this is because they had a positive attitude to work, which is displayed as having the desire to do more work and having a sense of belonging and value to the organisation. As noted in the section 4.2 (c), employees noted that the sense of value they felt was linked to the role they performed in the organisation which was important and crucial to keep them attached to the job. Markos and Sridevi (2010), explained that employees who performed important roles in an organisation were better engaged as important roles

accorded to the employee depicted some sense of value and trust on the employee by the leadership. Also, Markus and Abdullahi (2013), explained that engaged employees take job roles as personal responsibility, hence, they are more productive. Furthermore, Leu (2013), explains that job importance gave employees a high sense of value and engagement.

Engaged employees are also good team players as they show high levels of cooperation, team spirit, and coordination, this is because according to Chouhury and Mohanty (2018), engaged employees are aware that lack of cooperation amongst employees will severely affect the execution of task hence leading to a decline in the overall performance of the organisation, to avoid this, they resolve conflict immediately. From the research section 4.2.(c), it was discovered that employees at the NNPC had high levels of team spirit and team cooperation, though conflict might occur they put in concrete efforts to manage conflicts. Sharma and Sharma (2014) notes that engaged workers managed conflicts optimally to reduce the negative effects and gain the positive lessons, this is the case at the NNPC as employees noted that though conflicts may occur, they preferred to learn from the conflicts. Furthermore, Patro, (2013), notes that engaged employees know the value of relationships and interactions with other staff as it is essential to the quality of work outcomes, thus engaged workers preferred working in teams than in isolation.

Finally, engaged workers abide by organisational ethics, they view it as essential to keep the work environment professional and principled (Sharma and Sharma,2014), within the NNPC it has been discovered that employees abided by organisational principles as it is necessary for the "smooth-running" of the organisation.

From the above, the accuracy of the Penna's theory (2007), has been established as employees have proven to have positive attitudes to work, a good relationship with other staff, and abided by organisational ethics, this is a better form of explanation of engagement than that which is discussed by Maslow (1943). This further proves that employees in the NNPC have attained meaning at work as the aforementioned can only be displayed by employees who have a strong sense of value and feeling of belonging to

work. It can thus be concluded that the Penna's theory (2007) is more accurate in its postulations concerning employee engagement than Maslow (1943) as it has been authenticated in the NNPC.

#### **4.4. Answering the Research Questions**

##### **4.4.1. R Q 1: What are the approaches used to motivate employees in the NNPC?**

This question was posed to discover the factors that are responsible for motivating employees in the NNPC. Penna's theory (2007) lists the factors of employee motivation at the base of the pyramid (pay and working conditions, learning, and development). Also, Maslow (1943) lists factors of employee motivation at the base of the pyramid (basic needs food, water and shelter). From the study, Penna (2007) factors are more accurate, according to Penna (2007), these factors (pay and working conditions, learning and development) were responsible for job satisfaction and productivity, as when employees derived satisfaction from their job through sufficient pay, good working conditions, and opportunities to learn and develop their skills, they had the necessary motivation and were better equipped to perform on the job leading to productivity.

This research discovered that factors for employee motivation in the NNPC were more inclined to the Penna theory (2007), rather than that of Maslow, as the results from the interview discovered that employees in the NNPC had:

1. Sufficient salary which can cater for both basic needs, accommodate savings, investments, and other luxurious spending. Employees are generally happy with their salaries and noted that it was commensurate to their qualifications
2. Working conditions; working conditions amongst employees in the NNPC is good, as staff worked in a healthy, safe and comfortable environment, also they had flexible working hours and annual leave

3. There are also good opportunities for learning and development. The NNPC provided incentives for staff desiring to get additional academic qualifications as well as other technical skills development opportunities.

The result of the above makes employee's productivity. Since they were satisfied, they put more effort to work and achieve organisational goals. Learning and development opportunities provided employees with the necessary skills to carry out their duties effectively, thereby increasing the overall performance of the organisation

#### **4.4.2. R Q 2: What factors stimulate organisational commitment amongst employees in the NNPC?**

This question was posed to discover the factors that lead to organisational commitment amongst employees in the NNPC. According to AL-Jabari and Ghazzawi, (2019), Maryam (2014), organisational commitment is a psychological attachment that is created between an employee and the workplace which influences the former to stay in the latter for a long time and work passionately for the achievement of organisational goals. Several factors are responsible for generating organisational commitment. This research discovered that promotional opportunities and impact of leadership were factors that enhanced organisational commitment amongst employees of the NNPC.

From the study, it was discovered that promotional opportunities in the NNPC were credible and done based on merit, employees were appraised and reviewed using several means such as job performance, objective and goal attainment, and promotional exams. Employees who performed well were promoted, there was thus no organisational barrier or limitation that prevented an employee from being promoted unless the employee's performance was abysmal or questionable. Hence, employees in the NNPC are more productive because one reward for productivity is promotion. Employees are therefore committed to achieving organisational goals and objectives due to the certainty of being promoted.

It was also discovered from the study, that the impact of leadership was significant in generating organisational commitment amongst employees in the NNPC, interviewees

noted that leadership maintained a cordial relationship with staff, providing room for mentorship, development, and growth. Leadership also accorded employees with respect and trust by delegating tasks and allowing them to make decisions and contribute to the formulation of policy. This gave employees a sense of belonging to their organisations and further enhanced their commitment.

There is therefore a link between factors or organisational commitment and Penna's theory as the Penna's theory notes that Promotional opportunities, leadership, trust, and respect influenced employees to be committed to their organisation thus improving their engagement levels.

#### **4.4.3. R Q 3: What are the factors responsible for employee engagement in the NNPC?**

This question was posed to discover the processes and the factors of employee engagement in the NNPC. The Penna theory (2007) explains that employee engagement is in the form of a pyramid with employee motivation factors (pay, working conditions) at the bottom of the pyramid, followed by factors of organizational commitment (promotion opportunities, leadership, trust, and respect) and finally factors of meaning (feeling of value and sense of belonging). According to the Penna theory (2007), when employees attained meaning they were better engaged, this reflects in attitude to work, relationship with other employees and adherence to organizational ethics. Maslow (1943), however did less justice to the issue of employee engagement, he noted that providing sources of intrinsic rewards was essential in creating long-term commitments amongst employees which can culminate into employee engagement (Leu, 2013).

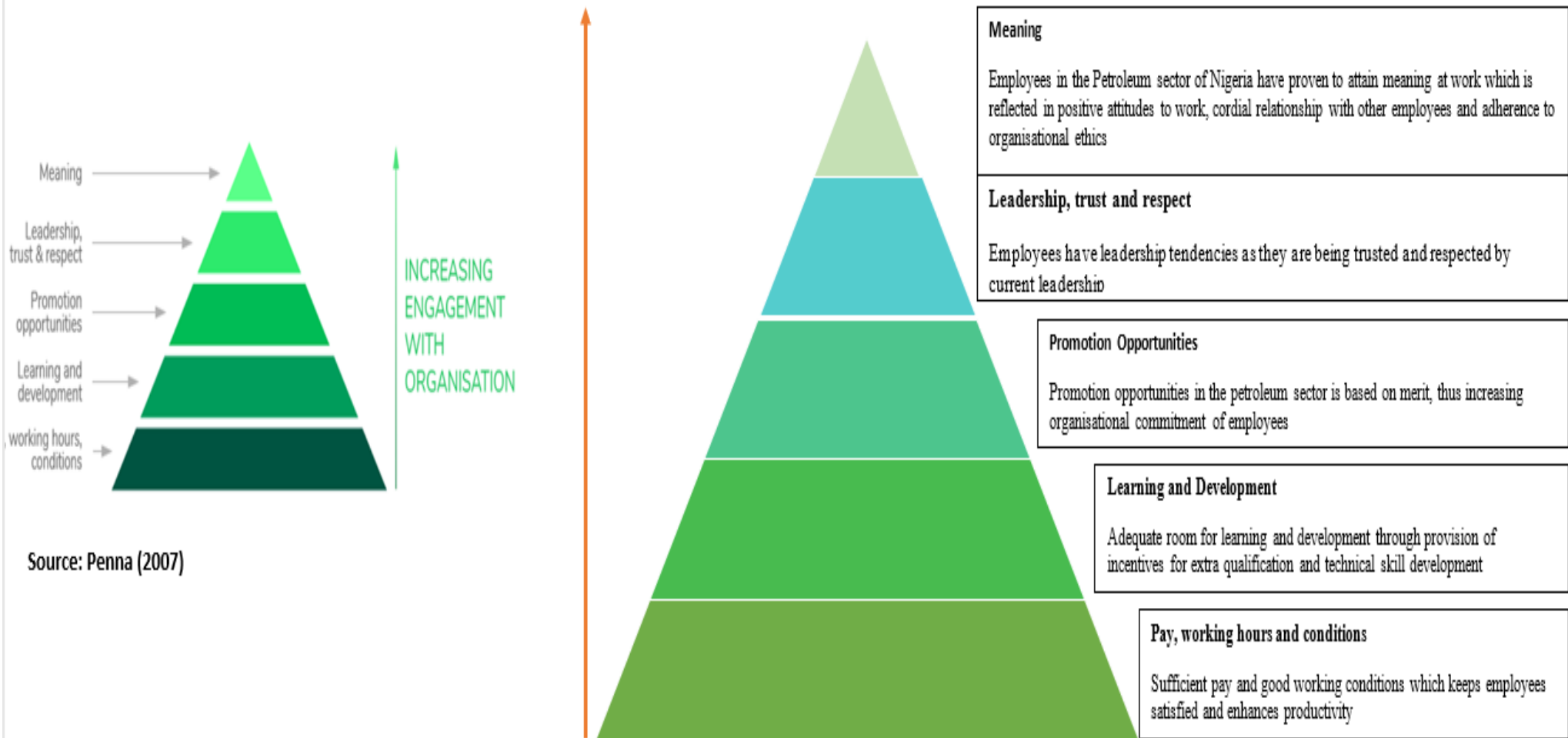
Before employees could have a positive attitude to work, maintain a good relationship with other staff, and adhere to organizational ethics, they have to be engaged. Engaged workers have a high sense of value and belonging in an organization (Chouhury and Mohanty, 2018). This research discovered that Penna's claims are more obtainable in NNPC than those of Maslow. Employees had achieved a sense of value and belonging in their workplace, as they noted that they had positive attitudes to work which reflected

in the desire to do more for the organization and strive better to achieve organisational goals. They also noted that relationship with other staff was cordial and friendly, they performed better while working in teams and properly managed conflicts for the overall progress of the organisation. Organisational ethics was also adhered to by staff as they believed it was for the overall conduct of the organisation. Ethics enabled employees to behave principled and professional in the workplace.

Therefore, the researcher can conclude that Penna's theory provides a more accurate explanation of employee engagement levels, as it has adequately described the processes of engagement in the NNPC. Employees in the NNPC were adequately motivated because they had good pay and working conditions. They displayed a good sense of commitment to the organisation because of promotional opportunities, positive leadership attitudes, trust, and respect, and finally, they were properly engaged as they reflected displayed positive attitudes to work, cordial relationship with other staff, and teamwork spirit, and adherence to organisational ethics. The diagram below illustrates Penna's theory and how its factors are obtained in the NNPC.



Figure 8. Comparison of Penna's Pyramid of Engagement and corresponding factors in the NNPC.



#### **4.5. Summary of Research findings**

Based on the research questions, the findings of the research can be summarised below:

There is a link between factors of employee motivation and factors provided by Penna's theory for generating employee motivation. The link exists in factors of pay and working conditions which was discovered to be an essential factor for job satisfaction and employee productivity amongst employees in the NNPC.

There is a link between approaches to generate organisational commitment amongst employees in the NNPC as provided by the Penna's theory, the link exists in the provision of credible opportunities for promotion and attitudes of leadership towards employees which was displayed through trust, respect, recognition, and recognition for employees.

The Penna's theory (2007), can be applied to explain levels of engagement amongst employees in NNPC, as the Penna theory notes that employee engagement is a process that starts from the base of the pyramid. As employees achieve job satisfaction and productivity through sufficient pay and adequate working conditions, they move up to pyramid and desire promotional opportunities, leadership recognition, respect and trust, when management fulfils these needs, employees become more committed to the organisation and move up the pyramid to achieve meaning at work. At this level, employees are better engaged and it is displayed through a positive attitude to work, cordial relationship with other staff, and adherence to organisation ethics. This has been confirmed in the NNPC as employees have passed through the stages explained above and have attained meaning at work.

#### **4.6. Conclusion**

This section provided the analysis and discussion of findings according to data collected and literature review. The research extensively discovered that the Penna's theory (2007) accurately discusses the processes of engagement amongst employees in the NNPC. Penna's theory (2007) explains the factors for motivation, organisational commitment, and employee engagement as it relates to the NNPC.

The next chapter gives a reflection of the entire study and concluding thoughts of the research.

## **CHAPTER FIVE**

### **CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH, ITS LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH**

#### **5.1. Implications of the Findings on the Research Questions**

Employee engagement as noted by Chouhury and Mohanty (2018) and AL-Jabari and Ghazzawi, (2019), is perhaps the most important factor in human resource management, as the essence of employee engagement is to create a stronger sense of loyalty, passion, satisfaction and attachment amongst employees to their workplace which transcends over motivations and commitment. With the proper engagement of employee's, organisations are certain of having a highly productive workforce, which adopts all cognitive, technical skills, and positive behaviour to get the job done (Sharma and Sharma, 2014). Giving the importance of employee engagement, this study revealed the accuracy of the Penna's engagement theory in providing factors necessary for employee engagement. Penna's theory (2007), is amongst the recent theories of employee engagement, hence there is an absence of enough research carried out to validate its postulations on how management can generate better-engaged staff. The primary focus of this research was to discover factors that stimulate employee engagement using the Nigerian National Petroleum Corporation (NNPC) as a case study. Using interviews conducted from employees in the NNPC, the study discovered that Penna's theory (2007), adequately explains employee engagement and that the factors it provides for employee engagement are capable of generating employee engagement more than the Maslow's theory (1943).

The implications of the findings on the research questions are thus;

1. The first research question was to investigate the factors for employee motivation, in the NNPC. The finding of the research reveals that the factors provided by Penna's theory (2007), for employee motivations were amongst the factors used to keep employees motivated in the NNPC, as pay and good working conditions instilled job satisfaction and increased productivity. The implication of this, therefore, is that there exists a significant link between Penna's theory, job satisfaction, employee

motivation, and employee productivity. This link is sequential starting with the factors of the Penna theory (2007) (pay and good working conditions) which when provided, leads to job satisfaction, which further gets employees motivated and enhances productivity.

2. The second research question was to investigate the factors that stimulate organisational commitment amongst employees in the NNPC. Using both Maslow (1943) and Penna (2007) frameworks, the study discovered organisational commitment in the NNPC was attained through promotional opportunities, leadership, trust, and relationship. It was discovered that these factors made employees more committed in the NNPC. The implication of this is that when employees are certain of getting promoted based on productivity, have a cordial relationship with leadership, and are trusted with important roles, they become more emotionally attached, loyal and committed to achieving organisational goals. This signifies organisational commitment. This proves that the Penna theory (2007), is more accurate in its postulations concerning organisational commitment.

3. The third research question was to discover the factors for employee engagement in the NNPC. Drawing both analysis from Maslow (1943) and Penna theory (2007), it was discovered that the Penna theory is more accurate in its explanations of employee engagement in the NNPC. To the Penna theory (2007), employee engagement is the final stage after organisational commitment and employee motivation. Employees get engaged when they have achieved meaning at work, which is displayed in a positive attitude to work, enhanced teamwork spirit, and adherence to organisational ethics. This research discovered that employees in the NNPC had achieved meaning at work, as they displayed positive attitudes to get more work done through innovations, creativity, and effectiveness. Furthermore, they work well in teams and strive to cooperate with other staff. Finally, they adhere to organisational ethics which was essential in keeping the workplace professional and principled. The implication of this, therefore, is that factors of Penna's theory (2007) are reliable, if they are properly implemented, they can serve as catalysts for greater engagement of employees

## **5.2. Contribution and limitation of the Study**

As noted earlier in the study, the major objective of this dissertation was to assess understand employee engagement, with a focus on the NNPC. Using both Maslow's hierarchy of needs and Penna's engagement theory, the study has discovered engagement levels of employees in the NNPC is accurately explained by Penna's theory (2007). This study thus has contributed to both knowledge and practice.

In knowledge, the study has discovered that the Penna theory (2007) can be adopted as a means for understanding employee engagement, thus the factors which the theory notes are relevant for employee engagement can be effectively used to understand levels of motivation, commitment, and engagement in organisation. Researchers can thus be confident when applying the theory to investigate issues relating to employee engagement. In the 21st century, several theories are required to understand and provide frameworks for investigating individual and group performances. With different compositions in an organisation, it becomes imperative for evidence-based studies to provide strategies which if adopted, can increase the effectiveness of an organisation. With this in view, this research has successfully discovered that the Penna theory can be adopted by researchers for evidence-based studies in enhancing the effectiveness of organisations. Furthermore, with the sequence of Pay, working conditions- Job satisfaction – Employee Motivation – Employee productivity developed by the study, researchers can use this model to test for the efficacy of the Penna theory (2007) in future research.

For practice, the study has also been relevant as it has drawn a correlation between factors of the Penna theory (2007) and Employee Engagement. Thus, human resource managers can adopt the findings of the theory to increase the engagement of their staff. By providing sufficient pay to cater for the basic, as well as savings and investment needs of the employees, and also setting up good working conditions, management can increase the satisfaction levels of employees, further increasing their productivity. By creating credible promotional opportunities and also developing trust and respect for employees, organisations can increase the commitment levels of their employees, further enhancing their cognitive and

emotional attachment to the organisation. Overall, by implementing the findings of this study, managers can develop an effectively engaged workforce.

Despite the successes attained by the research, the major limitation of the study is based on its philosophy, the study used interpretivism which is the understanding of human beings based on their socially constructed reality. Humans are dynamic and may display different behaviours under different circumstances. Thus, this study focused on the NNPC and discovered that the Penna theory can be used to explain levels of engagement. However, if focus is made on another sector, the results may differ seeing that humans are dynamic, and a definite study of human reality cannot be universally obtained.

### **5.3. Recommendations for Practice**

As this study has provided means which employers can use to increase the engagement of their workforce, the following recommendations are made for practice:

1. Managers can implement the factors of the Penna theory to practically authenticate if these factors can generate better motivated and engaged staff.
2. Management can restructure their HRM systems to include factors noted in the Penna theory to increase the engagement of their staff.
3. Employers can further familiarise themselves with existing realities in the marketplace and those which are peculiar to their organisation and try to harmonise them with factors of the Penna theory thus increasing the strength of their practices in enhancing employee engagement.

### **5.4. Recommendations for Future Research**

Based on the findings and limitations of this study, the following are recommendations for future research

1. Future researchers can study the Penna theory and factors of employee engagement using quantitative analysis (use of questionnaires and statistical

interpretations), this will provide a general perspective of the theory as against the in-depth explanations carried out in this research.

2. Further studies on the Penna theory can be carried out in other sectors such as the educational, health, banking or insurance sector. This will give the Penna theory a wider scope of influence.
3. Future studies can also be conducted to discover the authenticity of this study, by seeking to prove or disprove the findings of the research. This will lead to greater understanding and improvement of knowledge.

## **5.6. Conclusion and Reflections**

In concluding this research, it is worthy to note that the findings of this research do not in any way discredit the Maslow's theory of needs, however, it just shows that the Penna theory provides a more accurate explanation concerning Employee engagement in the NNPC. The Penna theory (2007), is a more recent adaption for employee engagement which in its nature is similar to the Maslow's hierarchy of needs, however, the Penna theory (2007), has some contemporary elements such as impact of leadership, trust, promotional opportunities etc which Maslow's theory is lacking due to its outdatedness. Therefore, within the NNPC, the Penna theory (2007) provides better and more relatable factors to the study of employee engagement.

Employee engagement is necessary for any organisation that seeks to build not just a productive workforce but also a loyal and emotionally attached workforce that will "go the extra mile" to ensure that organisation goals and objectives are met. It is thus prudent for management to seek ways to enhance and improve the engagement levels of employees.

Employee engagement is in levels, the higher the engagement level, the greater the commitment of employees to their workplace. This study sort to understand and authenticate the factors of the Penna theory in achieving employee engagement. Engagement is an internal factor; it seeks to redefine the internal behaviour of individuals thus affecting their outward behaviours. This is why most of the Penna factors for employee engagement seeks to create desires and positive influences



which lead to external positive action. By improving pay and working conditions, a positive influence of job satisfaction is gained thus leading to a positive action of employee productivity. Furthermore, promotional opportunities, leadership, and trust create a positive internal influence of organisational commitment, meaning at work, self-belonging which results in external positive attitudes towards work, cooperation with staff and adherence to organisational ethics. Overall, the researcher can confidently conclude that the Penna theory serves as an adequate, accurate, and authentic framework for provoking, enhancing, and generating employee engagement.

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## **Appendix A: Interview Schedule**

Dear participant,

This interview is part of a research project which is a requirement for the award of master's in international business management in Griffith College Dublin. The central purpose of this research is to assess factors that are essential for employee engagement at the workplace. Requirements of this research will include interviews and audio/videotaping of events for authentication that the research was duly conducted. All Data collected will be protected under legal laws surrounding the conduct of research. Participants safety will be guided under principles of anonymity, identities will only be disclosed if participants agree to it.

I have sent a sample of the interview questions before hand so you can get conversant with the questions and conduct your own research if necessary. Thank you for your anticipated cooperation

Ogie Ojo Bobby

### **Interview Questions**

1. How sufficient is your pay and working conditions at your workplace?

Probe:

- i. How can pay and working conditions in your workplace be better?
- ii. How is your pay and work condition befitting to your status and responsibility?
- iii. How will you describe your job satisfaction in line with pay and work conditions at your workplace?

2. Do you have the opportunity for learning and development in your organisations?

Probe:

- i. How are opportunities for learning and development essential to keep you productive
- ii. How often do you get such opportunities?

3. How will you describe promotion opportunities in your workplace?

Probe:

- i. How are promotion opportunities done fairly and equally?
- ii. In what ways have promotion opportunities enhanced your productivity?

4. How will you describe leadership in your workplace?

Probe:

- i. How has leadership influenced your attitude to work?

ii. How has leadership impacted on your respect and self-esteem at your workplace?

iii. Have you experienced situations when you have been trusted by leaders?

5. How will define your role and its relationship with other employees?

Probe:

i. How can you explain your experiences while working in a team?

ii. What were the successes and challenges experienced while working in a team?

6. How does organisational ethics and values effect you as an employee?

7. How will you explain your value and feeling of sense of belonging to your workplace?

Probe:

i. How are you emotionally, cognitively and behaviourally attached to your workplace?

**N.B Interviews will not be limited to the above questions, as other questions will be generated as the interviewee responds to questions**



## **Appendix B: Plain Language Statement**



### **Griffith College GBS**

#### **Sample Template – Plain Language Statement (approx. 400 words)**

##### **I. Introduction to the Research Study**

Research Study Title: An assessment of Employee Engagement at work: Evidence from Nigerian National Petroleum Corporation

University and Department Involved: GRIFFITH COLLEGE/ GRADUATE BUSINESS SCHOOL / MASTERS IN INTERNATIONAL BUSINESS MANAGEMENT

Principal Investigator: Ogie Bobby Ojo

Student number: 3012570

##### **II. Details of what involvement in the Research Study will require**

To effectively carryout this study, the research will involve the conduct of interviews with selected employees and employers of firms to critically and get indepth information concerning the research subject matter. This will further be used to answer research questions.

##### **III. Potential risks to participants from involvement in the Research Study (if greater than that encountered in everyday life)**

Based on pre-studies conducted, I see no risk posed to participants of the study, as their consent to participate in the study will be sought for.

##### **IV. Benefits (direct or indirect) to participants from involvement in the Research Study**

The research study will be beneficial to participants as it will discover potent practices that will enhance employee engagement at work. These practices are mainly positive as they seek to fulfil needs of employees.

##### **V. Advice as to arrangements to be made to protect confidentiality of data, including that confidentiality of information provided is subject to legal limitations**

Data collected will be properly protected using data management processes to ensure that data is confidential and not leaked which may jeopardise the security of participant.

**VI. Advice as to whether or not data is to be destroyed after a minimum period**

Data collected for this research is not to be destroyed as referrals may be made to it, to authenticate that the student collected the data from reliable sources, and also to keep for future reference and example as to what empirical data involves

**VII. Statement that involvement in the Research Study is voluntary**

Participants of the study are in no way forced to be part of the study, they may choose to withdraw from the research at any point in time with justifiable reasons.

**VIII. Any other relevant information**

The research will be conducted using best ethical practices to ensure safety of participants. However if participants are threatened by the research process or are in need of further clarification or have complains to make, they can contact;

**Dr Garrett Ryan,**

**Griffith College Research Ethics Committee**

South Circular Road, Dublin 8, Ireland

Mail: [garrett.ryan@griffith.ie](mailto:garrett.ryan@griffith.ie)

Tel: +353 1 4163324

## Appendix C: Consent Form



### Griffith College GBS Informed Consent Form

Research Study Title: An Assessment of Employee Engagement at work: Evidence from Nigerian National Petroleum Corporation

University and Department Involved: GRIFFITH COLLEGE/ GRADUATE BUSINESS SCHOOL / MASTER'S IN INTERNATIONAL BUSINESS MANAGEMENT

Name: Ogie Bobby Ojo

Student Number: 3012570

The central purpose of this research is to assess factors that are essential for employee engagement at the workplace by drawing evidence from the Nigerian National Petroleum Corporation.

Requirements of this research will include interviews and audio/videotaping of events for authentication that the research was duly conducted.

Participant – please complete the following (Circle Yes or No for each question)

I have read the Plain Language Statement (or had it read to me)

☒ Yes/No

I understand the information provided

☒ Yes/No

I have had an opportunity to ask questions and discuss this study

☒ Yes/No

I have received satisfactory answers to all my questions

☒ Yes/No

I am aware that my interview will be audiotaped

☒ Yes/No

I hereby confirm that involvement in this research is purely voluntarily and I can withdraw from this study at any point with justifiable reasons.

Data will be protected under legal laws surrounding the conduct of research.

Participants safety will be guided under principles of anonymity, identities will only be disclosed if participants agree to it.

I have read and understood the information in this form. My questions and concerns have been answered by the researchers, and I have a copy of this consent form. Therefore, I consent to take part in this research project

Participants Signature:

Jonathan Amet

Name in Block Capitals:

JONATHAN AMET

Witness:

Mrs. A. Amet

Date:

14/07/2020

## Appendix D: Sample transcribed and Coded Interview of J.A

### Code Colours

Blue: Pay, Working conditions and Training and development opportunities

Red: Career development and leadership

Brown: Attitude to work, other employees and organisational values

JA

Introductory Question: Please can you tell me brief about yourself?

Answer: Well! I am JA I work in the NNPC, at their technical department, I've been working for 7 years now, work is interesting and very competitive but enjoyable at the same time

Question 1: How sufficient is your pay and working condition at your work place?

Answer: well it's above average I'll say so it's quite sufficient to some certain extent, *my basic* pay was significant enough to keep me on the job as it is able to take me home

Question 2: How do you think pay and working condition in your work place can be better?

Answer: well my working conditions were good and made me comfortable and the opportunities for career growth and training and development enhanced my capacity building and skills required for the job. I am motivated enough by the pay and working conditions at my workplace. Some additions are added when members of staff attain certain extra education qualifications and also if some extra cash incentive can be given in addition to letters of commendation because there are certain things you get a letter of commendation I think money is quite a motivating factor in every working environment so I think if this recommendation letters are also financial backed, it can be motivated.

Question 3: How is your pay and working condition befitting to your status and responsibility?

Answer: well status I'll say I like to keep a very low profile so like I said the money I am been paid can take me home it can meet most of my needs even if human need are insatiable and they never really end but when I do my scale of reference as a man I think to a large extent the pay actually meet the demand and for the working conditions I like the ambience, it is befitting of my status, first of all it is befitting for the organization status as well, because there are some offices that you just go and when you hear what they do and you see the place you begin to wonder why it works that way but that's not the case in my office. It's a very beautiful place and working condition is excellent, we all have our own privacies for work, we all have our work stations there are upgraded regularly and all that it's a wonderful environment for work.

Question 4: Do you have the opportunity for learning and development in your organization?

Answer: Oh yes it exist regularly there are capacity training courses for staff to improve in certain aspects of the job and for those people who want to go for longer term and people who wants to go further like you want to go for PhD, you want to go for extra MSc or so, there's a way it's done, you apply then if it's not your turn you can also wait again but of cause as long as you have applied and shown interest to further your studies it's something that is always encouraged in my organization so definitely you get a chance to further your education.

Question 5: How would you describe Promotion opportunity in your work place?

Answer: Promotion opportunities, well basically it's something that is given to those who deserve it, my organization is a place where against all odds, meritocracy is been celebrated against mediocrity, so if by merit you deserve a promotion or recommendation, Meritocracy was the criteria used to promote employees, hence employees' skills, qualification, projects and task handled and goals attained within the year were often used to promote individuals in my workplace, it was fair and was given to anyone who deserved it. It was sufficient to keep me committed to the organisation as I hope that if I worked better, I would keep getting promoted and keep getting bigger salaries.

Question 6: In what ways has promotion opportunity enhanced your productivity?

Answer: It enhances my productivity because when I look at financial benefits, it keeps me going, it's not like i am someone who chases money too much but of cause money is something that can motivate any staff to improve and do better on what they do, so I think when this promotion opportunities comes I look for a way to ensure that oh yes I can get it and am worth it.

Question 8: How would you describe leadership in your office?

Answer: Well the leadership in my workplace was good, benevolent, and respectful. Leadership had trusted me based on my past efforts and this had enabled me to be committed to my work as leaders served as mentors and were able to impact me positively. You give respect to whom respect is due and the good thing is that it's not toxic, it's not extremely competitive as in certain places, it a place where those who are above you give a chance to grow and improve at what you do, there's no unnecessary intimidation of any sort, is all about what your intellectual capacity bing tested and also there's always a chance for all to cross ideas with those who are above us.

Question 9: How has leadership impacted on your respect and self-esteem at your work place?

Answer: Well it has a great deal because I have some bosses who don't just see themselves as team leaders, they see themselves as guides who are saddle with the responsibilities of mentorship, some of them look for a way to mentor you and help you develop on the job, they show you certain mistakes that they have made in life

so you don't make those mistake, teach you certain things they didn't know when they were at your level, so am quite fortunate to have superiors that lay down their back and work of experience for me to trade upon its quite a good thing for me.

Question 10: Would you say you have experienced a situation where you have been trusted by leaders or when leaders have trusted you?

Answer: Oh yes lot of times I have been trusted with projects and assignments, even with some financial responsibilities that shouldn't have been given to me but based on trust on what I've done, my good works actually speaks for me, I've been trusted with certain responsibilities.

Question 11: How would you define your role and its relationship with other employees?

Answer: My relationship with other staff was overall cordial, this does not rule out the potentials or incidences of conflicts but because the staff worked in a team, they always learned from conflict situations. well my role is to do the right thing and ensure I respect the organization well and for my relationship, I always keep a very cordial relationship with everybody, everything is strictly business, to who I feel like are qualified enough to know certain personal thing about me outside the working place, I opened that door, but definitely you can't open your personal life to everybody in your work place.

Question 12: How can you explain your experience while working in a team?

Answer: Well it has been bitter sweet, there are sometimes when I had more drive over some of the team members and they didn't really give in their best and some people can actually be deliberately difficult to work with, sometimes there are some team assignments with certain people you will just say oh God why me? But I always make sure I contribute my quarter and I do my best.

Question 13: Has there been any situation where you felt you haven't done better in a team, where you felt like you didn't do well enough and you feel you could, there something you could have done to make your input better?

Answer: Oh yes lot of times, there are certain situations I wish I could have handled better ,certain information I think, definitely when working in a team, it's also important that you bring every single work of experience you have and information regarding the project at hand, it's important that you bring every single team to the fall but sometimes you bring your work of experience, you bring certain information to the fall it's not appreciated so on some occasions i just wish I may have done things better perhaps kept some information and drop the ones I think that are above their thoughts and processing.

Question 14: How does organization ethics and values affect you as an employee?

Answer: Well organization ethics and value are very important because I think every staff working in an organization should understand ethics and value. I relate well to organisational ethics as they were put in place to enhance the overall productivity

of the organisation, hence I know what is expected of me at work and I always abide by it. I personally understand mine and what is expected of me so I tried always to be in the right, I tried not to go against the core value of my organization, I tried to carry myself the way I wanted to be addressed as a representative of that organization so I ensure that I do that, it's one thing for you to understand the core value of the practice of your job, it's another thing for you to also put motion that by say practicing it, so I tried to understand these things and also ensure that they are seen physically from the way I practice my job.

Question 14: How do you explain your value and feeling of sense of belonging to your work place?

Answer: Well I have always given my best, I have always shown that I am an asset to the organization and I always ensure that every situation I should be one of the persons to come up with quick solution in every tough time, somebody who provides solution like me is always valuable to the organization so I always try to be a solution provider, I always come up with denominative ideas as fast as possible and also my ability to work under pressure, also somehow gives an edge over some other people.

Question 15: How are you emotionally and behaviourally attached to your workplace like do you have a sense of attachment?

Answer: Oh yes definitely from your body language, the organization should know that you take your job seriously, you take it personal like it were your own business, most times employees don't really give the same energy or show the same care as CEO's who invests and run the business but I tried to let the organization know that I see this as an assignment given to me and there is a score card I always try to ensure that my body language shows that I care about the job and of course it goes beyond what I earn there is obvious passion that is seen in my work.

Question 16: Do you enjoy the work that you do?

Answer: yes I do enjoy it, it's fulfilling I enjoy it because I somehow understand where I'll be with the experience I am gaining now, and also high position I could attain or occupy in the organization it keeps me going I like it, there is always room for growth, development and promotion it motivates me.

Conclusion

Thank you very much for the time you have consented to grant me this interview, your responses were very insightful, I hope I can contact you on any further issue

Answer: Yes you can, it was also a privilege to partake in the interesting interview, thank you.



## Appendix E: Sample Theme Generation Sheet for Theme one (Employee Motivation)

THEME	CODE	Number of Responses	Interview Quotations
Employee Motivation	Pay	6	<p><b>JA</b> "my basic pay was significant enough to keep me on the job as it is able to take me home"</p> <p><b>AO</b> "The pay at my workplace is sufficient and befitting to my status"</p> <p><b>NC</b> "basic pay in my organization is ok and fair, as it can accommodate my basic needs and even provide room for savings and investment"</p> <p><b>JIO</b> "salary was good, and commensurate to my qualifications, it was above the minimum wage placed by the government and thus was able to meet my basic and all other associated needs"</p> <p><b>MA</b> "I have sufficient pay as it is enough to cover my basic needs, accommodate savings, and other luxurious spending"</p> <p><b>AP</b> "My pay was sufficient to carter for my daily and monthly needs"</p>
	Working Conditions	6	<p><b>JA</b> "My working conditions were good and made me comfortable"</p> <p><b>A.O</b> "the working conditions were excellent as the environment encouraged better work and productivity"</p> <p><b>NC</b> "the working conditions were ok due to the comfort, healthy and friendly environment"</p> <p><b>JIO</b> "working conditions were sufficient as it supported the basic things I needed to work such as computers, internet, good lightening, quiet environment"</p> <p><b>MA</b> "Work environment was good as it was conducive with air-conditioners, comfortable chairs, and tables. The terms of work that ensured safety, job security, and long-term life plans were also offered at my workplace"</p> <p><b>AP</b> "working conditions in my office were standard as it was in line with labour laws of Nigeria, there was room for health and safety, flexible working conditions and other work essentials that made my work smooth and adequate"</p>



	Training and Development	6	<p><b>JA</b> <i>"the opportunities for career growth and training and development enhanced my capacity building and skills required for the job. I am motivated enough by the pay and working conditions at my workplace"</i></p> <p><b>AO</b> <i>"Through training and development, my organization ensured that employees kept striving to be better as with more courses and qualifications the higher salary you get and also the better you are at what you do. These factors are able to keep me motivated"</i></p> <p><b>NC</b> <i>"Through training opportunities and career growth endeavors I am was able to acquire the right skills to deliver on projects and tasks. All three were essential to keep me motivated".</i></p> <p><b>JIO</b> <i>"Training opportunities at my workplace were promoted by the management as without the right training, employees will not be able to complete a task, the organization thus made provision for training, and skill development through workshops, online and conventional classes, etc. These factors ensure I am well motivated to keep working in my organization"</i></p> <p><b>MA</b> <i>"Training and development opportunities were provided for at my job, as whatever skills an employee needed to complete a job, the organization always provided for it"</i></p> <p><b>AP</b> <i>"my organisation made it possible for employees to acquire training, development, and skills to carry out their duties. The three factors contributed immensely to my satisfaction and served as a motivation factor for me"</i></p>
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